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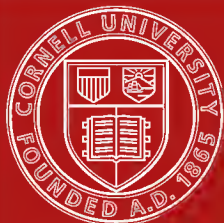
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# Sales Promotion by Mail

## How to Sell & How to Advertise

A Hand-Book of Business Building

*WITH NUMEROUS ILLUSTRATIVE DIAGRAMS*

G. P. Putnam's Sons  
New York and London  
The Knickerbocker Press

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The Knickerbocker Press, New York



## FOREWORD

This volume deals with every phase of getting business through the mails. Its field of usefulness is wide, from the small business whose proprietor is perhaps sales manager, advertising manager, and promotion manager in one, up to the establishment employing thousands of men, and having a complete sales organization.

During the past few years, experience has shown that the sale of practically every known commodity may be increased by a judicious use of the mails. The manufacturer, the wholesaler, the jobber, the retailer, in whatever line, all may utilize to advantage this method to secure orders direct, to secure prospects, to follow up advertising or inquiries, to support salesmen on the road, or to create a friendly feeling among customers.

The ten authors are all men of wide and successful experience. Their ideas and methods as given in this volume will be of immense advantage even to those experienced in mail advertising and selling, while to the less experienced, or to the novice, this information is of untold value.



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I

# How to Compile a Mailing List

Edited by H. C. BURDICK

I



# Sales Promotion by Mail

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## I

### How to Compile a Mailing List

#### **The Importance of a Mailing List**

It may appear as a platitude to emphasize the vital importance of a mailing list, but if it were not for the fact that searching investigations have revealed a general lack of appreciation of its full value, there would have existed no need for the issuance of a monograph on this subject.

What is to follow may, therefore, seem an "old story" to you, but when you stop to realize that the mailing list represents the circulation of your advertising, that each name will call for an expenditure of actual dollars and cents, that the character of the list governs the amount of profit resulting from your endeavors, you will appreciate that too much thought and intelligent effort cannot be given to its compilation and up-keep.

It is safe to say that when you use magazines, trade papers, or newspapers in promoting the sales of your goods, you first investigate the type of people the publica-

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tion reaches and determine whether the readers form the right sort of an audience for your advertising. Do you use the same caution and care in selecting the readers for your direct advertising?

The most perfect letter or mailing feature, viewed from a sales or advertising standpoint, has none but its intrinsic worth if it never leaves your office. It must have circulation—go into the hands of those susceptible to its reasoning—to establish itself as a profit-making investment. Its success or failure hinges practically entirely on the mailing list.

The relative importance of the mailing list and the advertising matter itself is illustrated by this: even a poor letter or feature will give some returns spread over a good list, but however excellent the caliber of the appeal, it hasn't a chance in the world to succeed if the list is poor—if the message falls on unfertile ground. This may throw some light on the mysterious failure of some perfectly good letters.

Let your mailing list, therefore, be a live, up-to-date part of your business-getting organization—let it have the full amount of attention and consideration that it deserves—over-estimate, rather than subordinate, its importance. Then your efforts to get business via the mail will have no handicap to their success.

### **Pointers in Compiling a Mailing List**

Before a single name is placed on the mailing list, it should be definitely decided what class or type of individual



or concern is to be included. All names that do not come within this strict definition of a "prospect" should be promptly forgotten.

There are certain well-defined classes of individuals who are most likely to buy your goods, or to use your services, as the case may be.

A study of your present customers, or an analysis of your product and its market, will give you a clear conception of the class or classes of people whom you may reasonably expect to develop into customers.

A mailing list worthy of the name must be more than a mere collection of names. It should be an accumulation of those individuals who have an unquestionable use for your goods, can be influenced by your business appeal, and should be your customers. It should be a compact record of your prospective buyers. It should be the raw material out of which you are to make sales.

Have this definition constantly in mind as you go about the work of putting names on your mailing list. Apply the acid test and let only those which show latent business opportunities be included.

As far as possible, find out the financial standing, the mentality, the habits, the ambitions, the dominant characteristics, of the people who comprise this definite field of prospective business. Then you can draw a sharper line of demarcation between the possible prospective customer and the individual, who, because of some peculiar circumstance, cannot possibly be considered a likely customer. And you will reduce your loss through

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waste circulation and raise the sales value of the list accordingly.

You can't know too much about your mailing list. Be on sufficiently intimate terms with it so that you won't send notice of a sale of corsets to "Mrs." N. T. Jones, when N. T. happens to be a bachelor. You then won't try to sell luxuries to a person who finds it difficult to provide the mere necessities of life.

The best way to get together a mailing list is not always the cheapest; nor is it necessarily the most costly. A natural question is, "How much can we afford to invest in our mailing list?" The answer must rest with the individual business, based upon the character and price of its product, and the margin of selling expense available. An automobile company might afford to create inquiries at a cost of \$5.00 each, while this figure would be ruinous to a book publisher offering a "best seller" for the round sum of one dollar. It is not a difficult task to estimate the value to you of a new customer. Let your cost of compiling a mailing list be governed accordingly.

The worth of a mailing list cannot be restricted to any definite figures. Whether the cost of obtaining the names be small or great, in potential business they are worth many times their cost. A productive mailing list is a decided asset and should be considered as such when contemplating any phase of the subject.

As the function of the mailing list is to produce a profit, the expense of its compilation should be reduced to the lowest figure consistent with efficiency so that the margin

of net profit may rise to the highest mark possible. This at once leads us to existing sources from which suitable names can be drawn at slight expense.

### **Where to Get the Names**

There are some general suggestions on name sources applicable to mailing list work in any line of business. These deserve careful study, for they are the foundation of the vocational data which comes after them, and which applies specifically to the line of business under which it is listed.

For the local advertiser, the city and telephone directories are the first source, using the occupation and residential location of the individual as an index to sales possibilities. It can be taken for granted that a person sufficiently prosperous to have a telephone is above a minimum financial standing.

Membership lists of clubs, societies, associations, etc., of proper personnel, are productive.

Payroll sheets of local factories and stores provide names of a definite nature and while they are not handed around promiscuously, many businesses will permit them to be used confidentially and for a worthy purpose.

The records kept at the County Clerk's and City Clerk's offices are veritable mines of names of the selective class variety. There are lists of property owners and tax payers, registered voters, real estate transfers, building permits, corporate names of business firms, city and county employees (with their positions and salaries),

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the vital statistics, the holders of licenses (saloons, milk dealers, etc.—in Chicago there are over eighty lines of licensed businesses), and many others. These names may be copied from the original records by any reputable person.

There are vocational directories covering architects, physicians, dentists, attorneys, engineers, business men (Advertising Clubs, Rotary Clubs, Chambers of Commerce, etc.), laborers (labor unions, etc.), and others, which give a selected list.

Rural mail lists can sometimes be used to good advantage. If not published in your locality, the names can probably be secured direct from the carriers—approaching them, of course, while off duty.

News items in local publications enable the advertiser to make a timely appeal for business. For larger concerns, clipping bureaus can be employed at slight expense to catch every desirable bit of information.

Another good plan is to make an arrangement with a concern in a non-competing line for the exchange of prospects and customers.

For high-class propositions the Society Register, Blue Book, "Who's Who," and Directory of Directors will be prolific of live names.

Those concerns employing outside salesmen to regularly canvass a territory should make provision for placing the names of those on whom the salesmen call, on the mailing list.

Firms having a delivery system can extend their list of

customers by having their drivers keep their eyes and ears open for prospective business.

There are these and many more methods of getting local names of the desired class, yet without prohibitive expense.

One of the inherent values of a mailing list is its elasticity and flexibility.

It can be as small or as extensive as the individual business requires. The man with a small business should start his mailing list on a corresponding small scale; tackle the entire proposition slowly and thoroughly, and keep it confined to the territory he can economically cover.

When we come to consider the mailing list of the national advertiser more factors enter into its compilation. The opportunities of acquiring a high caliber list are many, general publicity being one prolific source.

Investigation has revealed, however, that many advertisers reply to publicity inquiries at their convenience and then forget them. Each name is entitled to a prompt reply, and then, whatever your plan of sales distribution may be, should go on the mailing list for additional attention. Only insofar as the mailing list—the backbone of the follow-up—is well taken care of can full cash returns from outside, or publicity, expenditures be secured.

Rating books and classified trade directories are the court of first appeal for lists made up in abstract. Trade publications and reports reveal many names of the best sort.

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Governmental and State records are available, as well as other sources already mentioned, for lists maintained on a nation-wide instead of local scale.

Local representatives, whether salesmen, agents, dealers, brokers, or others, should be drawn on for assistance in getting names from their territories.

Your own salesmen can be required to give fullest co-operation in this work. It is well to provide them with a standard form for entering the names so that the work may be done uniformly by all representatives.

NEW PROSPECT CARD																											
TOWN														STATE													
FIRM NAME																											
INDIVIDUAL SEEN														POSITION													
INTERESTED IN																											
NOW BUYING FROM																											
DATE REPORTED							WILL BUY-DATE							SALESMAN													
REMARKS																											

The card form shown here is suggestive of a suitable design for this prospect report.

There are "stunts" without number for adding desirable names to the list. Guessing and voting contests, prize offers, registration lists at fairs and conventions, offering premiums to present customers for names of their friends, employing local bank cashiers or newspaper publishers, getting names of shippers from freight and express agents, coupons exchangeable for goods at dealer's store, are a few of the schemes that have been resultful.

Mention should be made of lists purchased from name

brokers, or addressing companies. These offer advantages in concentrating on a specific vocation or class of prospects. The prices vary considerably, according to the difficulty of compiling them, and will range from half a cent to ten cents per name.

So much for name sources in the abstract. On the following pages concrete mention of them will be found as applied to various lines of business.

## ADVERTISING

Agencies — Electric Displays — Class Publications — Letter Shops — Magazines — Newspapers — Novelties — Posters — Services — Street Car

### Sources

- Classified 'phone and city directories.
- Trade directories.
- Mercantile directories.
- News items—clipping bureaus.
- Membership lists of business men's clubs.
- General advertising.
- Salesmen's reports.
- Class publications.
- State records of incorporations.
- Advertising columns of other mediums.

The field of prospective business for a concern in the advertising line, whether dealing in services, space or merchandise, is clearly defined.

To be eligible for the mailing list the prospect must be a present advertiser, or have a product that can be profitably advertised by use of what you have to offer. This automatically restricts your list to certain well-known sources.

For class propositions—trade journals and directories, and news items of the trade will reveal many names. Clipping bureaus will keep you posted on new concerns springing up.

For propositions of more general appeal—the mercantile directories, lists of Chamber of Commerce members, etc., will be found prolific.

General advertising and canvassing by salesmen will always bring to light many names not obtainable in any other manner.

While the "me too" spirit of going after business is often overplayed, a close watch of the advertisements appearing in other mediums will keep you in close touch with happenings within your trade zone.



## AMUSEMENTS

Amateur theatricals—Athletic contests—Dance halls—Billiard rooms, etc. — Expositions — Fairs — Moving pictures — Parks—Theaters

### Sources

- Reservations of past performances.
- List of holders of season tickets.
- Visitors' registration book.
- Voters' registration lists.
- Guessing and voting contests.
- Membership lists of clubs and lodges.
- Class directories—depending on nature of enterprise.
- Street directories for neighborhood enterprises.

Amusement enterprises may be roughly divided into those having general, class, and neighborhood appeals. Even those of very general character will find that there are certain classes of people to whom the form of amusement they offer especially appeals.

It is very essential that the class of individual you wish to reach, and the extent of territory you can draw patronage from, be clearly defined, and that the mailing list be kept strictly within these bounds.

When patrons are drawn from the prosperous class—Society Registers, Blue Books, membership lists of the better sort of clubs, automobile owners, tax payers (above a minimum amount), Directory of Directors, street directories (with occupation and residential locality as an index), society news columns, etc., will reveal ample names.

When the middle-class is catered to, the above sources can be used, making the definition of a desirable patron sufficiently broad to be all-embracing.

When patrons are drawn from a certain community or neighborhood, the territory must be made specific, and names from the above sources taken only when they fall within the limits. Whenever reservations are made, the name and address should be retained, and every effort made to make the patron a constant one.

## AUTOMOBILES—RETAIL

Auto trucks—Pleasure cars—Cycle cars—Motorcycles—Bicycles—Accessories and supplies—Garages and repair shops—Gasoline stations

### Sources

- Present owners taken from license records.
- Members of select clubs.
- Prospects referred by manufacturer.
- Class directories—relevant to character of vehicle.
- Visitors to show-room and exhibits.
- Well-to-do residents of suburban communities.
- Trade directories.
- Tax payers list (above minimum amount)

Here, again, the mailing list is clearly defined, for the individual must be a present owner of a vehicle, or of financial standing sufficient to enable him or her, to make the required investment.

The business appealing to present owners can easily get the names of all users from the record of licenses issued, by the State, City or County officials. This also applies to agencies who wish to arrange for trade-ins. The value of each name can be indexed by the sort of car now owned, together with other data obtainable.

For automobile trucks, the local classified telephone and trade directories, freight records showing shippers and receivers of goods, members of business associations, will provide ample names. This applies also to cycle cars and motorcycles used for commercial purposes. In this, as in pleasure vehicles, consideration must be given to price and the financial standing of the individual or concern. Pleasure vehicles vary widely in the class of people to whom they appeal. The type of person who is most susceptible to your sales argument must be placed within reasonable limits.

Street directories, Society Registers, attendance at exclusive functions, and many other sources will give sufficient names of the specific variety you want.

## BAKERS

Bread and pastry—Caterers—Delicatessen

### Sources

*Through Retailer:—*

- { City, 'Phone and Trade directories.
- { Reports from drivers.
- { Exchange with supply houses.

*Direct to Consumer:—*

- { Street, 'Phone, and Apartment directories.
- { Delivery records and charge accounts.
- { Reports from drivers.

Those concerns distributing their products through retail stores will be able to get a complete list of present stores from directories. The names of new stores springing up from time to time can be secured from the delivery men, who are in their territories daily, and by maintaining an exchange arrangement with supply houses, rental agencies, etc.

When it is desired to reach the consumer in behalf of the dealer, each store can provide the necessary names of their present and prospective customers.

In reaching the consumer direct, the general sources of names will provide a nucleus for the list. Additional names of value—particularly for special goods—can be taken from news items telling of approaching parties, receptions, weddings, etc.

The most fertile source, however, is to secure the hearty co-operation of your delivery men. They meet their customers face to face, and in conversation have many opportunities for learning of new arrivals in the community, of housewives who now do their own baking either in part or entirely, of dissatisfied buyers from your competitor, of intended functions, etc., which will call for the use of your goods. These are the best sort of names for your list, enabling you to make a very specific and timely appeal. In smaller businesses where trade is drawn from its particular neighborhood, the names from these sources must be restricted to the trade zone.

## BANKS

Discount—Exchange—Savings—Trust Companies—Building  
and Loan Associations.

### Sources

{ Business { Houses	{	Trade reports. County Clerk's records. Mercantile, City, 'Phone, Trade and Partnership directories. State Industrial Directory of Incorpora- tions. Exchange arrangement with 'phone and rental companies.
{ Individuals —Men	{	City directories (occupation as index). Payrolls of factories and stores. Tax duplicates. Property owners' list. Directory of Directors. Members of better sort of clubs. Automobile owners. Rural mail list. County and City employees. Vocational directories (professional men).
{ Individuals —Women	{	News items. Society registers. Directories. Payroll sheets. List of school and college teachers. Memberships of women's clubs.

The services of a banking institution are of such an all-embracing and personal nature, that there is scarcely an individual to whom an effective business getting appeal cannot be sent. First should come the list of present depositors as a basis of solicitation in behalf of other departments of the bank. Each customer should be developed to a complete customer. In getting commercial accounts, the many available industrial directories will provide a complete list.

For individual accounts, the names should be carefully checked to prevent duplication and to insure correctness. There are many sources of live names, and a little ingenuity on the part of the advertiser will result in a list of ample proportions and business possibilities.

## BOTTLERS

Brewers—Distillers—Mineral waters—Soft drinks

### Sources

- { Classified directories of retail trade.
- { Licensed businesses.
- { Directory of clubs, lodges, etc.
- { News items of approaching functions.
- { Delivery records.
- { Charge accounts.
- { Reports from drivers.

The advertising problem of the bottler devolves into reaching the consumer, distributing through retailers, or a combination of both.

In reaching the retail trade, classified directories, and the list of license-holders, will cover the entire list. The character of the product must control the definition of the sort of establishment is a possible prospective buyer.

The city license records show the names of all persons permitted to handle and sell intoxicants. These names are also desirable for the soft drink concern.

The avenues of distribution for soft drinks are necessarily many. Drug, grocery, confectionary, delicatessen, novelty and other stores as well as soda fountains, can profitably stock this line.

A list of all clubs, organizations, etc., is a fertile ground.

In reaching the consumer, the ledger accounts and delivery records are the first source. The delivery men are in a position to dig up names of the best sort. Blanks for this purpose should be provided and emphasis placed on their use.

## BROKERS

Stock and bond—Investments—Mortgage—Real estate

### Sources

- Property owners' and tax payers' lists.
- Members of better sort of clubs.
- Business mens' Associations.
- Directory of Directors.
- Partnership Directory.
- News and trade items.
- Society Registers and Blue Books.

Investment offerings vary to such a wide extent in character and value that the class of individual to whom they appeal with greatest weight must be definitely determined, in order to avoid loss through waste circulation of your advertising. Concerns that handle a broad range of investments can classify their list to very good advantage.

In the main, the financial standing of the individual is a criterion of his worth as a prospect. For this reason lists of tax payers, property owners, business men of affluence, etc., are desirable. It can readily be determined with a fair degree of accuracy whether the prospect is above a certain minimum financial responsibility, as required by the nature of your offerings.

Names of prosperous individuals can be taken from the many public sources. The names of those on whom your salesmen call cannot be bettered for the list.

News items telling of the settling of estates by wills, will put you in touch with people who have recently come into considerable funds and who should be in the market for suitable investments.

For concerns that do business with a lower class, there is no better source than payrolls of local institutions. Here is a list of wage-earners who should form an admirable audience for your talks on thrift and money-saving.

## BROKERS AND SHIPPERS

Commission merchants—Cotton—Grain—Hay—Lumber—  
Merchandise—Produce—Live Stock

### Sources

- Trade directories.
- Class publications.
- Employing local persons.
- News items—clipping bureaus.
- Members of trade associations.
- Local Boards of Trade members.

The advertising problem here is twofold: To reach sellers and to reach buyers of the commodity dealt in.

Of these the first offers the more difficult problem for solution. The territory from which the desired commodity can be secured is usually vast, and the prospective clients lost in the large numbers of the population.

Of the sources mentioned above, a good clipping service will be of utmost aid by catching notices of local crop conditions, and the farmers who are enjoying bumper yields from their land.

A splendid plan is to get in touch with local persons in each of the towns from which you wish to draw business and offer them a reasonable consideration to forward names of the class you want. Bank cashiers, freight and express agents, newspaper publishers, etc., are thoroughly acquainted with their localities and are in a position to supply the exact sort of names you need.

One advertiser addressed the principals of the several high schools with the request that they appoint smart, well-acquainted young men who would be interested in earning a little extra money.

Membership lists of trade associations, subscribers to local Experiment Stations, grange members, and other sources, will enable you to direct your advertising, lists, quotations, announcements, etc., straight to the mark of prospective business.

## DAIRIES

Butter—Buttermilk—Condensed milk—Evaporated cream—  
Ice cream—Milk and cream

### Sources

- { Classified trade directories.
- { Street and 'phone directories.
- { Delivery and ledger records.
- { Drivers' reports.
- { Vocational directories (doctors, sanitariums, etc.).
- { News items.
- { List of licensed businesses.

This heading may also be sub-classified to embrace those concerns selling direct to the consumer and those distributing their products through the retail trade.

For such every-day commodities as milk and butter, every housewife is a prospective customer. The street and telephone directories, membership lists of women's clubs, etc., when properly confined to the territory economically covered by your delivery system, will give many desirable names.

Lists of soda fountains, cafés, restaurants, etc., can easily be taken from directories and the city or town records.

When distributing through dealers, no difficulty will be experienced in compiling a mailing list from directories and the city or town record of licensed businesses. Grocers, butchers, candy shops, drug stores, delicatessen and other stores can be included.

Present customers, as shown by your delivery and ledger records, should receive attention that their patronage be retained and increased.

For ice cream and more fastidious dishes, news items telling of intended functions, the nature of which will demand something in this line, will provide an opportunity to make a pertinent approach.

The delivery staff should be enlisted and their help secured in the never-ceasing work of getting more and better names.



## EDUCATIONAL INSTITUTIONS

Colleges and Universities—Business Schools—Academic Schools—Correspondence Schools—Vocational Schools—Camp Schools—Educational Classes of Y. M. C. A., etc. Conservatories of Music

### Sources

- Inquiries from general advertising.
- Graduating classes of lower schools.
- Co-operation of alumni.
- Acquaintances of present students.
- Requests for catalog.
- School principals and teachers.

Educational Institutions may be roughly split into two divisions: Those attracting students from an extensive territory and those serving a comparatively limited territory.

Within the past two or three years schools of national enrollment have been using space of reasonable size in well-known publications for the purpose of drawing inquiries from interested pupils. These names can hardly be bettered. But they most assuredly do require proper handling so that the greatest possible proportion may be secured. By placing these names on the mailing list and covering it at frequent periods, you will obtain equitable returns for your publicity expenditures.

The well-known institutions receive a large number of catalog requests from unsolicited sources. The place for these is the mailing list.

Educational institutions are fortunate in the sympathetic bond of friendliness between them and their former students. Retain this loyalty and benefit directly by asking your alumni to use their best efforts in sending names of young people who are contemplating further education.

By keeping in close touch with the graduating classes of lower schools, you will be able to win a large number of the graduates to your institution. Many times the help of school principals and teachers can be secured for this purpose.

## FARMS

Botanical—Breeders—Florists—Grain—Nurseries—Poultry  
—Produce—Stock raising—Landscape Architects

### Sources

- { Classified directories of retail and commission merchants.
- { Rural mail lists.
- { State records of owners of blooded stock.
- { Tax duplicates.
- { Records of State Department of Agriculture.
- { City and 'phone directories.
- { Inquiries from space in class journals.

For those concerns or individuals selling through retailers, brokers or commission merchants, the classified directories, local and national, will give a comprehensive list of prospective buyers.

When the market is rather scattered, as with blooded stock, choice seedings, etc., the State Department of Agriculture and of Horticulture, and the local experimental stations can furnish lists of preferred character.

The larger institutions, particularly, can make profitable use of reasonable size space in advertising mediums reaching the class of people who are possible customers. The inquiries resulting from the intelligent use of space should be found very resultful.

Landscape architects and others find it profitable to pay small sums to local people for the names of owners of large estates. Tree surgeons have found this plan productive, in many cases.

Businesses dependent for trade upon a limited community have access to rural mail lists, tax duplicates, street and vocational directories, etc. One florist had success in taking names of business men and soliciting orders for delivery to their homes at specified intervals.

## HOTELS

Transient — Family — Resort — Restaurants — Apartments —  
Cafés

### Sources

- Previous guests. Seasonable lists of buyers.
- Lists of delegates to conventions.
- Business houses sending traveling men to your city.
- Blue Books. Society Registers.
- Members of clubs, lodges, etc.
- Lists of organizations, associations, etc.
- Local directories.
- News items.

Hotels, whose business is the entertainment of guests, must advertise to sell what they have to offer, just as any other business.

The first source of names comprises the previous guests, that their patronage may be permanently retained. These can be taken from hotel registers, record of table reservations, etc. One prosperous restaurant places a neat card at each plate asking the guest to sign it with name and address, as desirable souvenirs are frequently issued, and it is the desire of the host to place them in the hands of every guest.

When conventions are scheduled, the names of delegates can usually be easily obtained in advance from the societies or business houses represented.

In the large cities there are seasonable lists of buyers, also large numbers of traveling salesmen visiting the city. With the co-operation of a few business acquaintances and a close watch of the trade publications the majority of these can be put on the list.

For restaurants and cafés drawing patronage from a limited neighborhood, the directories of office buildings, apartments, as well as the street directories, will give a concentrated list.

A list of societies or organizations which frequently meet in convention, is valuable, and will permit of getting in touch with future business of no small proportions.

## INSURANCE

Accident—Animal—Boiler—Burglary—Casualty—Elevator  
—Fire—Liability—Life—Marine—Plate glass—Stock—  
Bonding Companies—Abstract Companies—Title Guar-  
antee Companies

### Sources

- Trade, vocational, city and 'phone directories.
- Rural mail lists.
- Members of clubs, lodges, etc.
- Taxpayers' and property owners' lists.
- Expiration records. Real estate transfers.
- Industrial Directory issued by State Dept. of Labor.
- Payroll sheets. News items—clipping bureaus.
- Partnership Directory.
- Trade association members.

Advertising of itself will not sell insurance. Its function is to serve as a missionary, a canvassing agent, going out to your prospective clients and educating them and instilling a realization of their need for insurance in general, and your specific contract in particular.

This canvassing work can be accomplished in a more economical and thorough manner by mail than it can be done in person. The salesman's time is conserved, permitting him to confine his personal efforts to prospects who have been educated and who are actually interested.

Each kind of insurance has some certain class of people to whom it particularly appeals, and in making up the list care should be used to select only those names to which each contract is applicable.

Above are mentioned the general sources of the resultful mailing list. It must rest with the individual advertiser to select those which are adaptable to his own needs, and ferret out the existing lists of names in his own locality that are of the character his proposition demands.

And make it a point to be as well acquainted with your list as is possible so that your advertising may be designed from a complete conception of the individual's requirements.

## LAUNDRIES

Dry cleaners—Dyers—Valet Service

### Sources

- Members of women's clubs and church societies.
- Directories. Drivers' reports.
- Society Register. Automobile owners.
- Society columns in newspapers.
- Delivery and ledger records.
- Vocational directories of professional men.
- Business men's organizations.

The advertising problem of a laundry or kindred business devolves into two fields of endeavor—

- (1) To secure new business.
- (2) To secure more business from old customers.

In the first application original names can readily be secured from local directories—street, 'phone, trade and vocational, membership lists of women's organizations, and, in some states, from women's voting registration lists.

By keeping a watch on the attendance of social functions, you will be able to get in touch with people who have a large quantity of wearing apparel, some of it, undoubtedly, of a delicate and easily soiled nature.

Your delivery men are able to gather large lists of desirable customers. By keeping their eyes and ears open, they can learn of many housewives, and bachelors, too, who can be convinced of the merits of your service.

The second, is a phase of business-getting that is frequently overlooked. From your ledger accounts and delivery records, you can take a list of all your present customers. These are the best sort of prospects for the other branches of your business. They can be educated up to the point where they realize the full extent of your facilities, so that instead of getting but a fraction of the available business, you will get all of it. A customer of one part of your service can be quickly impressed with the advantage of sending all laundry or cleaning work to you.

## MAIL ORDER

Merchandise—Service—Land—Instruction

### Sources

- Inquiries from general advertising.
- Names furnished by present customers.
- Classified directories.
- Clipping bureaus.
- Local persons on salary.
- Name brokers.
- Exchange with non-competitors.

A producing mailing list is the life of a mail order business. The problem simmers down to the getting of salable names at a minimum cost.

While advertising space of the right description is an efficacious means of bringing to light many names of the desired type, there are several sources that can produce names at slight or no cost.

One of the most favored plans is to extend the mailing list through the offices of present customers. By virtue of an offer of a premium or other inducement, the customers can be impelled to fill out convenient blanks giving the names and addresses of their friends who are likely to be prospective buyers.

Another plan, and one that possesses the merit of localizing the list, is to approach some local individual of repute with the request that he forward all names in his community of a specified description, and naming the basis of payment. Bank cashiers, newspaper publishers, etc., will be willing either to compile the names themselves or to pass the task along to a friend.

Land companies make profitable use of names of those who have recently sold property as taken from the record of real estate transfers in various towns.

Correspondence schools find that payroll sheets, and news items listing graduates from grade schools enable them to place their advertising messages in effective places.

## MANUFACTURERS

Selling through: Salesmen—Canvassers—Dealers—Exclusive agencies—Jobbers—Direct by mail

### Sources

- Classified trade directories.
- Inquiries from general advertising.
- Lists furnished by local representatives.
- Name brokers.
- Salesmen's reports.
- Clipping bureaus.
- Trade publications and reports.
- Members of trade associations.
- Vocational directories and Year Books.
- Mercantile and Corporation directories.

The sources of names, crammed with potential business possibilities, for the manufacturer are myriad. Every business, because of some peculiarities of the trade, has some individual means of amassing names from existing sources.

By carefully analyzing the type of individual to whom your advertising must appeal in order to produce results, and investigating the different sources of names that are available, the manufacturer should experience little difficulty in getting together a list exactly suited to his use.

Trade directories are a prolific source. A list recently issued mentions one hundred and nine different directories, each pertaining to some one definite line of business endeavor. They run the entire gamut from "Advertisers" to "Wool and Hair Dealers." Directories are also obtainable which cover England, Canada, and continental Europe.

Inquiries developed by general advertising represent a considerable investment, and after receiving the original response should be placed in the mailing list and followed up just as long as there remains a possibility of making the sale.

Special lists of almost every description can be obtained from name brokers. These concerns have thousands upon thousands of names, all classified and arranged so as to be immediately usable.

## MERCANTILE AGENCIES

Collection Agencies—Reporting Bureaus—Listing Agencies—  
Employment Agencies

### Sources

- Directories—trade, city, 'phone, vocational, mercantile.
- Members of trade associations.
- Year Books of professional men.
- County and State records of business firms.
- Solicitors' reports.
- News items—clipping bureaus.
- Trade publications and reports.
- Office building directories.

As the average mercantile agency deals with business men only, whether they are selling an article of merchandise, a service or a contract, the compilation of the mailing list can be based on well-known and easily-accessible sources.

First come the directories, classified as the nature of the agencies' services require. For professional men, doctors, dentists, and others, the year books issued by the medical and other associations are suitable. The list of business houses can be checked for completeness with the county and state records of incorporations, partnerships, etc.

Trade publications and reports, and news clippings are of no small value in keeping in constant touch with the changes in the local business sphere. They are particularly worthwhile for revising the list constantly to top-notch accuracy.

Solicitors are acquainted with local conditions and can furnish names of the best sort, in addition to checking those taken from other sources.

For agencies operating in a given territory, the directories of office buildings can be used to good advantage in unearthing every possible prospective client.



## ORGANIZATIONS

Associations — Benevolent — Clubs — Fraternal — Societies —  
Trade and Business Men's

### Sources

- Payroll sheets.
- Tax duplicates.
- College and school enrollments.
- Street, 'phone, trade and vocational directories.
- News items.
- From present members.
- Blue Books.
- Members of labor unions.

The advertising problem here consists, in the main, of reaching out after new members. There is also occasion to do creative work in promoting a civic enterprise, as in charity work, or in boosting the commercial advantages of the city by Chambers of Commerce.

In the first-mentioned work, there are ample sources of good names. The most efficient plan is to secure the cooperation of present members in suggesting suitable additions to your membership.

By putting it before the members in a forceful way and giving them a blank on which to enter five or ten names a remarkably good list can be made up.

Outside sources as directories, etc., must be chosen with due regard to the personnel of the organization and the type of individual who is desired as a member.

Organizations of the type of the Y. M. C. A. receive the hearty support of persons who are in contact with young men, and who can place many desirable names on the list, if they are impressed with the importance of recording them.

Business men's and trade organizations usually have their field of prospective members clearly defined and the names can be taken from any one of the many lists of trades and businesses.

## PROFESSIONAL MEN

Dentists—Architects—Surgeons—Chemists—Physicians—  
Engineers—Specialists—Attorneys—Chiropodists—Sanitariums—Masseurs—Business Advisers—Opticians—  
Audit Companies—Detective Agencies

### Sources

{ Directories—trade, vocational, city, 'phone, social, mercantile.  
News items—clipping bureaus.  
From previous and present clients.  
Members of clubs, societies, etc.  
Members of trade associations.  
Trade publications and reports.

For the professional man, the mailing list opens the gateway for a quiet, dignified and impressive business-building message, the tone of which is in entire keeping with his chosen calling. It has none of the blatant, undignified commonness characteristic of some of the other forms of building a clientele of ample proportions.

It enables him to work privately, confidentially and personally, in the endeavor to tell the layman sufficient pertaining to his ability and methods to permit of intelligent selection of counsel and aid.

A favored plan is to multiply the immediate field of business through present clients. In conversation they will many times make mention of acquaintances who are in need of services and a well-directed mailing feature will culminate that need into action.

In some offices it is possible to make a direct request for the names of friends by mentioning your desire to mail a sample or educational booklet. The name of the informer may or may not be mentioned in your mailing features as the situation demands.

Those offices which look to business houses for patronage, either directly or indirectly, will find ample names in directories, trade publications, etc. In some cases the service of a clipping bureau leads to very desirable openings.

## PUBLIC SERVICE COMPANIES

Electricity—Gas: natural and artificial—Heat—Power—  
Telephone

### Sources

- Property owners' list. Tax duplicates.
- Trade and Corporation directories.
- County Clerk's records.
- Present customers. Solicitors' reports.
- Trade publications and reports. Rental agencies.
- Real estate transfers and building permits.
- City directories.

The public service company's field of prospective business is so extensive that instead of it being a problem of getting sufficient names, it is a problem of keeping them down to reasonable limits and maintaining suitable classification.

It is safe to say that every business house and every residence represents a possible customer, but as the requirements of the different prospect vary so greatly best results are obtainable only when the list is so classified as to permit of sending the sort of advertising message that appeals most to the individual reader. There is also to be considered the item of waste caused by advertising falling on unfertile ground.

The New Business Department can readily get together sufficient names for the list. Before permanently filed, it should be indicated what phase of your service is of particular interest to the prospect. Or, if more efficient, the list can be classified according to vocations. Then you can confine the circulation of your advertising treating of store lighting, or heating, or other service, strictly to the retailers of your territory.

The list of present customers is valuable for promoting the sale of accessories and fixtures, and for instilling good-will toward your institution. Many corporations have found that money spent in cultivating good-will in this way, has been returned many-fold in times of critical import.

## PUBLISHERS

Books—Directories—Newspapers—Periodicals—Subscription Agencies

### Sources

- Directories of clubs, reading rooms, libraries, etc.
- Trade and vocational directories. Rural mail lists.
- Year Books of professional men.
- Inquiries from general advertising.
- Members of clubs, lodges, etc. Solicitors' reports.
- Blue Books and Society Registers.
- Directory of Directories.

As a rough classification, publications can be divided into those of general, and those of class appeal, and the range of sources for the mailing list are correspondingly broad and limited. With the average composite individual who is the reader of your publication well in mind, the mailing list will soon grow to sufficient size and be high in the sales possibilities. General advertising will, of course, bring inquiries for a proposition of general appeal, and these are the best sort of names for the list. For class propositions, however, the mailing list, as a rule, can be made up more economically and completely by referring to the existing lists of names of the sort you want. Trade journals are of interest to those in that line of business only, and as a complete list of businesses in that field is easily available it is scarcely worth while to go to a great deal of expense in getting them through other channels. Publications that treat of business topics will find names of business men from many sources, all of which have been mentioned on other pages. Those that appeal to people of social inclinations will find suitable names in the membership lists of the better sort of clubs, etc.

The names of those on whom your solicitors have called, and which show future sales possibilities, are deserving of a preferred position in the list.

## REAL ESTATE

Allotment Promoters—Exchanges—Rental Agencies—Sales

### Sources

- Real estate transfers—sales.
- Taxpayers' lists.
- Payroll sheets.
- Visitors to office or property.
- Vocational directories.
- Members of clubs, lodges, unions, etc.
- House-holders not on tax duplicates.
- Wedding announcements—other news items.

The average real estate broker lists such a wide variety of properties that his mailing list must needs be classified so as to point out the specific character of property each individual is interested in.

One broker has separate files indexed "stores," "lots," "houses," "apartments," "flats," "suburban," etc. Cards of different colors are used to designate the amount of rent or purchase price the prospect can afford to pay. The cards themselves bear entries telling of the size of the family, the location desired, etc. Then each new listing can be advertised exclusively to those names on the mailing list who are likely to be interested in a property of that description.

Weekly or monthly bulletins listing all the properties you have to offer can of course be spread over the entire list.

Newspaper insertions of the regular classified variety will bring many people to the office or properties. The names and requirements of these people should be secured and put in the list under the proper classification.

In opening new allotments or tracts, the location and price will govern the type of individual who is the most likely buyer. Inconveniently situated to factories or stores, the payroll sheets of these institutions will give a select quantity of names. Members of business men's organizations and of the better sort of clubs are logical buyers of property of a more select nature.

## RELIGIOUS INSTITUTIONS

Churches—Church Societies—Sunday Schools

### Sources

- Voters' registration lists.
- Tax duplicates.
- Directories—city, street, and 'phone.
- From present attendants.
- School enrollments. Rental agencies.
- Customers of gas, electric, and water companies.
- Apartment directories.
- Members of community organizations.

The application of advertising to religious institutions is a recent idea, but those who have blazed the trail in this endeavor have found to their agreeable surprise that the same human-interest messages that will cause a person to purchase merchandise can be adapted to make that person recognize the value of the church and to so crystallize this feeling that he or she will attend services.

Most churches draw their members from a given community, or from a certain class of people. Every man, woman, and child falling within these two definitions is a prospective member of your institution.

The first step is to make up an accurate and complete list of the residents in the community you serve. In addition to the sources listed above, many names can be secured by getting the active co-operation of the young people of your church. The small boys and girls are usually familiar with the residents of their neighborhood, and can give their names together with whatever further data you may desire in placing the mailing list in satisfactory working form.

The regular attendants of your church can give the names of many of their friends and acquaintances who are situated in such a manner that your messages will have effect.

The names of new arrivals to the community can be taken from rental agencies or public service companies, and will permit of sending a timely word of welcome.

## RETAILERS

Branch Stores—Co-operative Stores—Chain Stores—Country  
Stores—Department Stores—Agents

### Sources

#### Present Customers:

- Charge accounts on ledgers. Delivery records.
- Alteration and repair records.
- Payments made by check. Co-operation of clerks.
- Offer of desirable booklet or sample.

#### Prospective Customers:

- Vocational directories. Rural mail lists.
- Members of clubs, lodges, etc. —
- City and telephone directories. —
- Property owners' and taxpayers' lists.
- Guessing and voting contests.
- Blue Books and Society Registers.
- Exchange with non-competitors. Payroll sheets.
- County and city employees. Automobile owners.

The nucleus of every retailer's mailing list should be the list of present customers. These people are familiar with your store, your stocks, and yourself, and naturally your advertising makes a stronger impression than when addressed to total strangers. It is well worth your time and money to keep in constant touch with your customers. The sources of original names are myriad. Each merchant will find ample opportunities to get the right sort of names if he but keeps alert.

In the retail field, because of the large stocks carried and the many people catered to, it is a first requisite that the mailing list be thoroughly classified. This need not be complex nor expensive, but it must be sufficiently complete to permit of sending advertising matter to the most resultful sources.

Each name should be accompanied with information bearing upon the individual characteristics and requirements of the prospective customer. A record of past purchases will throw much light on this point. Then you will know, for instance, what prospects consider uppermost the appeal of style, economy, durability, exclusiveness, etc.

## TRANSPORTATION

Electric Lines — Railroads — Steamship Companies — Street Railways — Ticket Offices — Tourist Agencies — Warehouses — Transfer and Forwarding Companies — Packers and Movers

### Sources

- Trade directories, publications, and notices.
- Vocational directories.
- Members of clubs, lodges, etc.
- Business men's organizations.
- Blue Books and Society Registers.
- News items—clipping bureaus.
- Tax duplicates.
- Approaching conventions and their delegates.
- Requests for booklets, maps, etc.

As a rule, a transportation company finds it difficult to pick out any definite individuals who are prospective customers, but in many cases it will be found that a large portion of the patronage is made up of certain classes or types of people.

With this as a guide, a mailing list can be made up that will have a high degree of potential business possibilities.

Now that the Parcel Post is in operation, many forwarding companies find it extremely advisable to cover the list of local shippers with well-designed messages telling of the advantages of their service.

Those connected with the tourist migration can take names from sources indicating sufficient prosperity to enable the individual to take your offer.

List of delegates to approaching conventions can be approached with arguments supporting your line of transportation, and its relative advantages.

An efficient clipping service will keep you posted on a great many incidents that can be taken advantage of in making a timely and seasonable appeal.



## WHOLESALEERS

Supply Houses—Merchandise Brokers—Distributors—Commission Houses

### Sources

- Classified trade directories.
- Trade publications and reports.
- Members of trade associations.
- State records of incorporations.
- City and county record of business firms.
- Salesmen's reports.
- Mercantile directories.
- Exchange with non-competitor.
- Local real estate brokers.
- News items—clipping bureaus.

The wholesaler serves certain well-defined lines of retail merchants, and as a result experiences little difficulty in getting together a mailing list of ample proportions and accuracy.

Classified trade directories and other trade publications bearing upon the line or lines of merchandise covered will give many names.

The City, County, and State records will reveal many firms not found in other sources. The list of licensed businesses is frequently profitable.

Salesmen's reports are, of course, of great value. These can include information dealing with the financial standing, the class of trade catered to, the amount of stock carried, etc., which is of no small value in placing advertising in the hands of those susceptible to its reasoning.

Present customers should not be overlooked in the concentration of getting new business. Every effort should be made to make each name on the ledger a buyer of your entire stock—in other words, a complete customer.

Many times an exchange arrangement can be made with some concern not in a directly competing line for the exchange of customers and prospects. This also helps in learning of new retailers as they spring up from time to time.

### How to Keep the Names

A mailing list, however careful its compilation has been, if pushed aside to some inaccessible, dust-laden corner and there allowed to remain in undisturbed repose, is of little value.

To be worthy of its name, a mailing list must bristle with vitality and radiate its forcefulness into every phase of your daily advertising or sales program—yet fulfill its purpose attended with economy and efficiency.

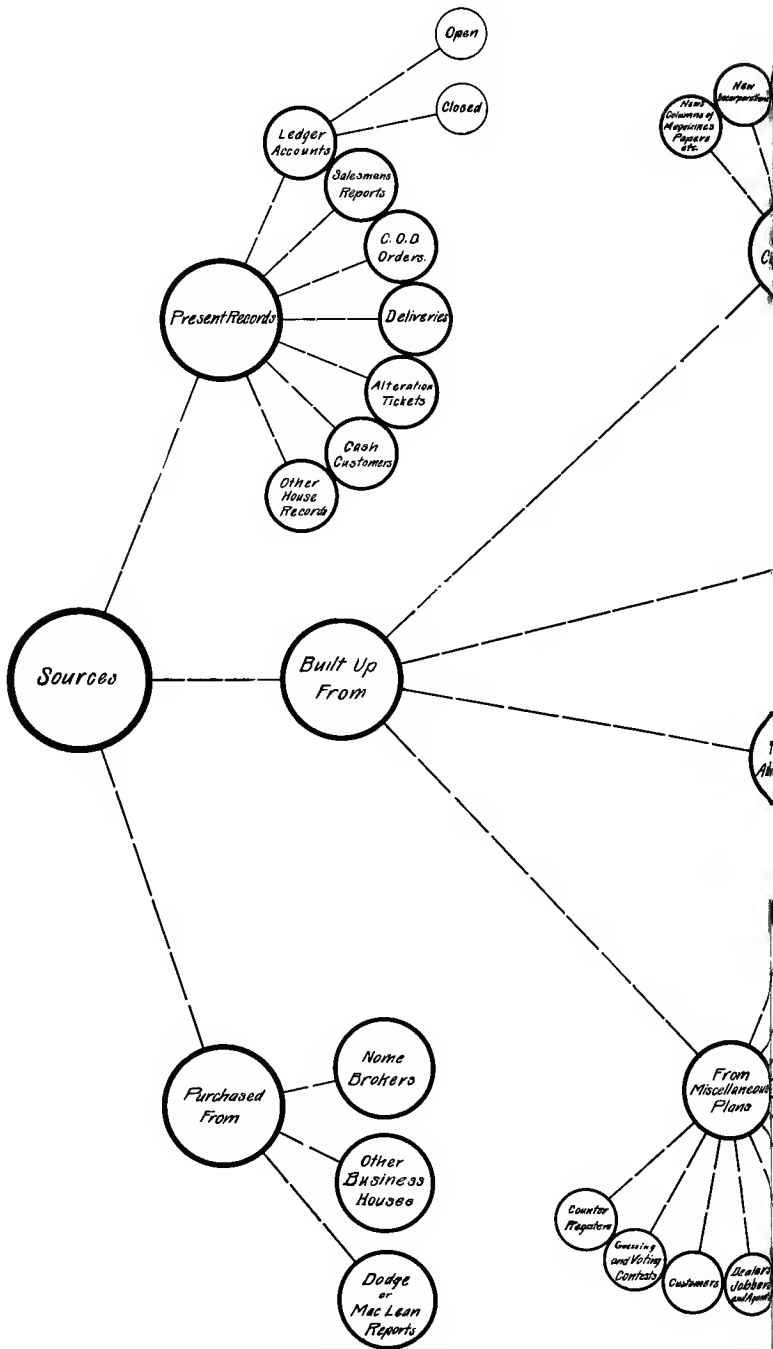
When the names are accumulated, they must, in order to be usable, be whipped into such form as to make them convenient to handle, readily findable, properly classified, and permit of up-to-the-minute revision. These phases of up-keep will be treated seriatim.

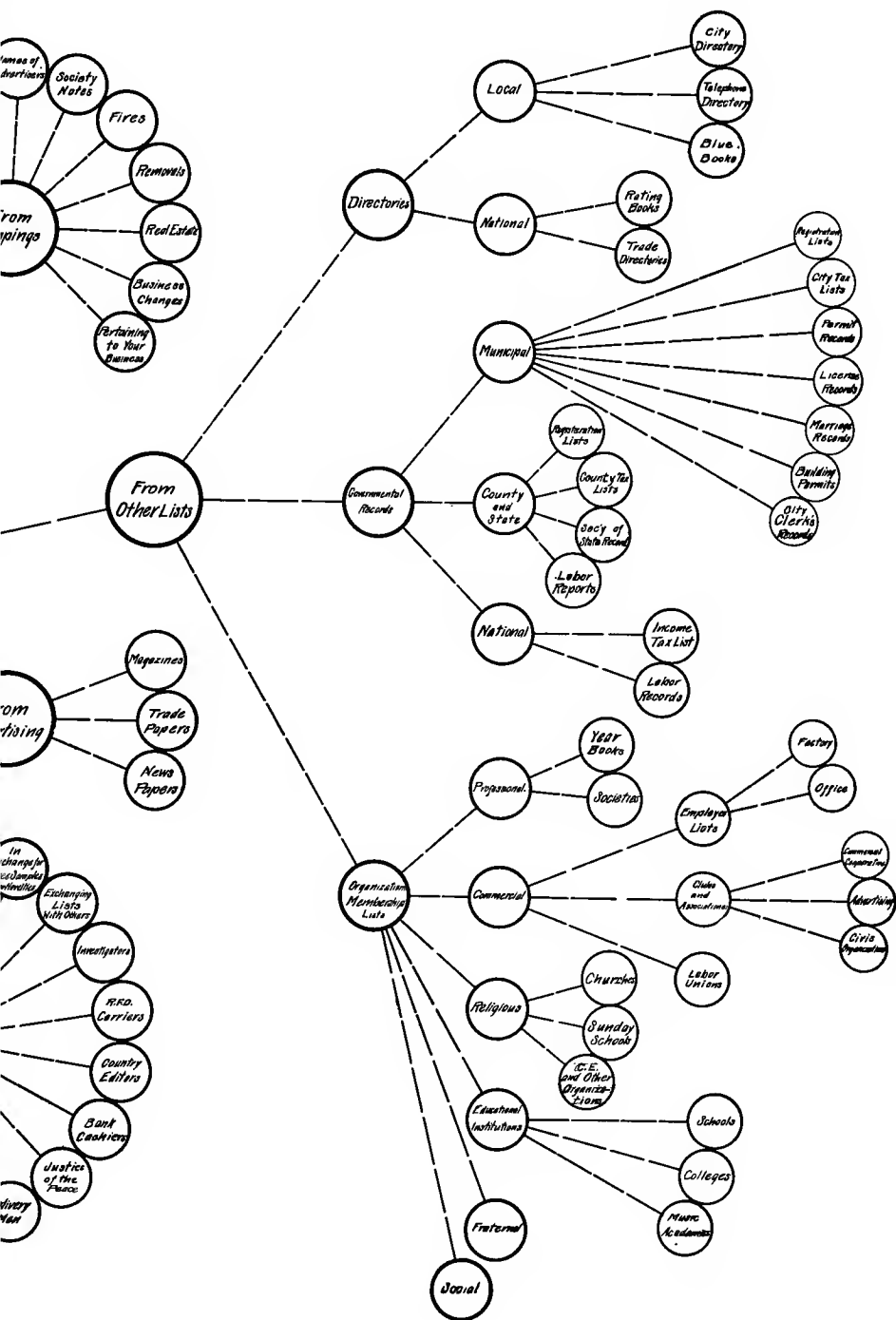
For a permanent mailing list the card record is by far the preferable form in which to keep the names. This method adapts itself to a multitude of indexing arrangements, permits of unlimited expansion or retrenchment, and is easy and convenient to handle.

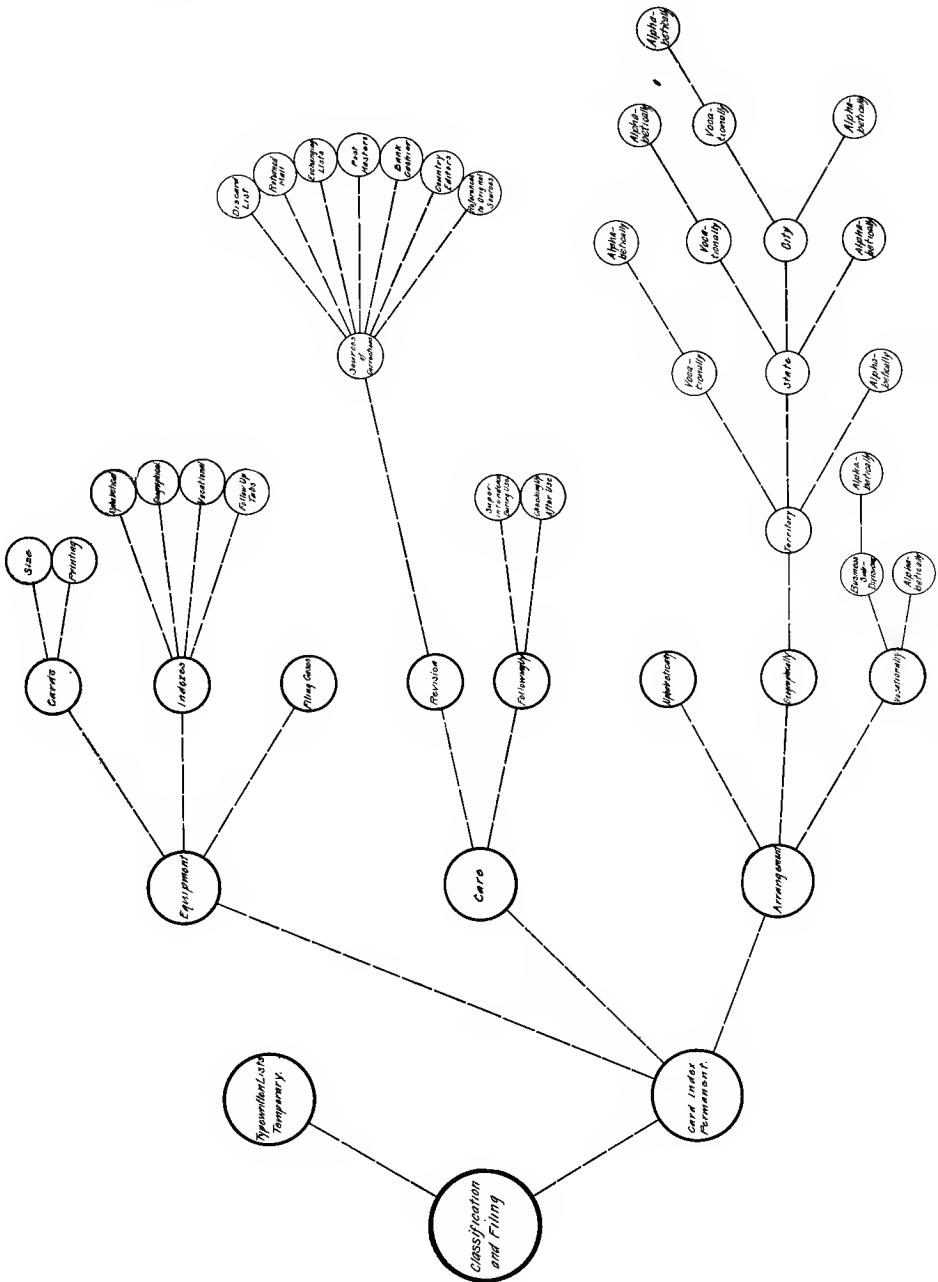
With the sectional type of filing cabinets now in vogue, it is possible to inaugurate the mailing list with equipment proportionate to the quantity of names. The beginner, or the small advertiser, whose needs call for but a limited list, can start with a small cabinet and few cards, feeling assured that as his campaign broadens, the flexibility of the equipment will permit of expansion to fit the varying conditions. This growth may be gradual or sudden, but in no case is the operation of the system impaired.

This permits, also, of easily cutting dead names from the









MAILING LIST CLASSIFICATION AND FILING

list by merely removing and destroying the card bearing the inactive name; which is of considerable value in keeping the list incessantly revised to top-notch accuracy. In this manner the list is not burdened with crossed-off names which are worthless but occupy valuable space.

Through all the cuts or additions, the desired arrangement of the cards is at all times preserved and the file confined to the smallest possible area.

Typewritten lists are useful only through the processes of compilation and checking. Such a list serves very well at first, but when the names are ready for use they should be transferred to the card index.

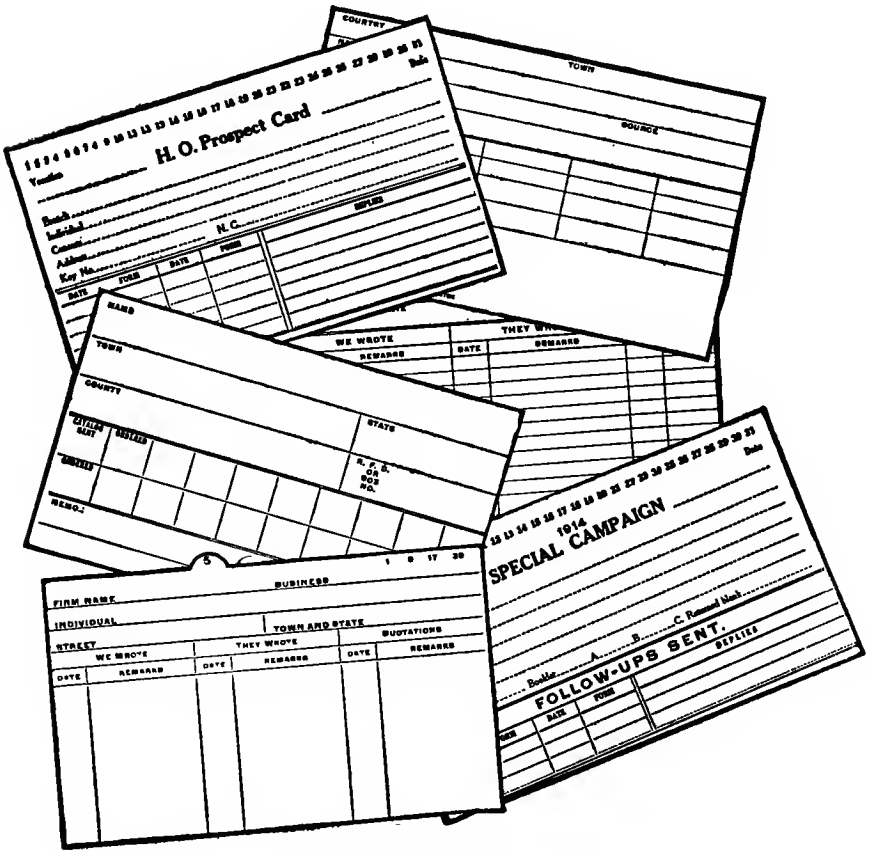
They also have their place in cases where names are covered but once. This list is of a temporary nature, however; its usefulness usually ending with the first circularizing. When the list is to be frequently used, the card system is more desirable from every viewpoint.

When addressing envelopes, mailing cards or other advertising features, the work can be divided among several typists, each of whom takes a handful of the cards, or if the list is a large one, goes through one card drawer at a time. Each girl carries on her work independently of the others, and there is no interruption or lost motion.

Then, too, the cards can be designed so as to show the number of pieces of advertising matter mailed to each name, as well as specific data concerning each one, all of which tends to keep the list on a more efficient plane and adds to the completeness of the record.

The card itself should be of handy size, the standard

5 x 3- and 6 x 4-inch sizes being most widely used. Its design varies according to individual conditions, but it



SUGGESTED FORMS

will generally suffice to provide spaces for entering the prospect's name, complete address, business (if desired),



date name is received, together with columns for recording the pieces of advertising matter sent, the replies (if any), etc. Do not burden the card with superfluous data.

Several suggestive forms are shown on preceding page.

Just what data should be included on the card depends entirely upon the requirements of the user. But have the card simple and easily understandable—don't crowd it with superfluous information.

For rapidity in filing and finding the cards, it will be found advisable to have the top line indicate the card's position in the file; if indexed by name, show the prospect's name; if by states or salesmen's territories, show this information. Thus, in scanning through the file, the most salient bit of data first catches your eye.

To be of utility and value the cards must, of course, be readily accessible. Without a suitable method of indexing, the efficiency of the file is depreciated and there will be a prohibitive amount of time wasted, both in filing and finding the cards. The requirements of a suitable indexing system comprise: simplicity, ease in locating and distributing, flexibility, adaptability to existing and future conditions, permanence, and economy.

When the intelligence and mental capacity of the girls usually selected for this sort of work is considered, it becomes immediately apparent that the indexing system must be simplicity itself and fool-proof. It must be so designed that all confusion or misunderstanding will be entirely obviated. It must be possible for the average girl to go to the file and promptly locate any desired card.

Here, the factor of simplicity is paramount, for regardless of the character of the names or the design of the card forms, without a smooth-running, systematic method of finding the cards after they are filed, the mailing list is anything but a producer.

There are many "freak" indexing systems on the market, but it is well to steer clear of these "canned-ready-to-serve" arrangements, and put in one suited to your special needs. The slight additional cost of having this individual system will be repaid heavily by the saving in time it will effect.

Of the several methods of indexing, two—alphabetical and geographical, or territorial—are adaptable to the mailing list. The first system, whereby the arrangement is in strict alphabetical order according to name, is generally known and understood. This system can be used to good advantage for a comparatively small list of say 5000 names, all of which are in a limited area.

As the list grows, particularly if it spreads over considerable territory, and the distribution program includes branches, salesmen, dealers, agents, etc., the alphabetical index reaches the limit of its efficacy.

The geographical indexing system with its derivatives is the solution to the handling of big lists under trying conditions. Under this scheme the cards may be classified according to states, branch office, salesmen's, jobbers', or agents' territories, and then sub-classified by counties, cities, and towns, salesmen's or dealers' territories, or any other territorial division conforming to the advertiser's

distribution schedule. When the smallest geographical classification is reached, the cards are then, of course, filed alphabetically by name.

The full value of this territorial arrangement as sales-maker is not recognized until you pry beneath the surface. One middle-west advertiser marketing his product through fifteen or more jobbers, each reaching the retailers in their respective territories, classified his mailing list of dealers according to the jobbers' territories. This permitted of special circularizing work for any particular jobber and, what was of greater significance, allowed him to localize the appeal by mentioning the jobbers' names in all letters going into their territories.

Another advertiser travels a force of thirty-eight salesmen each covering a distinct territory. The mailing list is indexed first by the salesmen's territories and then by cities. As the salesmen visit the different towns, a list of the names in each town is drawn off and sent to them. Here is a list of live names, all good prospects, and the salesmen have a determined field on which to work. Worthless names are crossed off and new ones added, so that the list is kept to up-to-the-minute accuracy. This advertiser, also, mentions the individual salesman's name on all advertising matter going into his territory, thus giving it a close, personal touch.

Whatever territorial division you make with your market, carry out the same division with your mailing list. Then it will be entirely at your command and will enable you to acquire fullest benefit from the selective,

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personal features of direct-mail advertising. And have the indexing arrangement one that can be comprehended without reference to a blue-print or set of specifications.

Use plenty of index guides—one to every twenty-five cards at least—for these are the sign-posts that point the way to the location of the cards.

It has been mentioned before that the mailing list is the back-bone of the follow-up. This, when properly used, is a direct stepping-stone to bigger profits. Because a man doesn't mail in his order from your original response to his inquiry, that is no indication that a second or third or later appeal will not be successful. The cumulative effect of persistent appeals is a force to be considered in this work as in other forms of advertising endeavor.

Unfailing regularity is a first requisite of the efficient follow-up. To rest on a productive foundation the follow-up must follow a very definite schedule. It is not sufficient to take a chance on some clerk's memory to insure the satisfactory working out of this schedule. It is necessary and easy to make the routine mechanical.

The generally adopted method is to print the days of the month (1-31) or the months (Jan.-Dec.) across the top of the cards, according to whether the follow-up date is to be set for one day specifically or for the entire month. Then, by slipping a small metal clip, or indicator, over the top of the card, the follow-up period is indicated. The indicators stand above the cards, all those for the same period forming a straight row from front to back of the card drawer.

Then it is necessary for the clerk to merely pick out all cards with indicators denoting that day to send out the entire batch of follow-ups due for attention.

A feature of this cross index is that it interferes in no wise with the general scheme of indexing covering the entire file. Any follow-up schedule can be used, varying in different localities if desired, for it is possible to place the indicator at any position on the card.

For the average business, using a 10-, 15-, 20-, or 30-day follow-up schedule, the daily (1-31) arrangement is best. In many cases, because of peculiar conditions, a special schedule permits of placing a seasonable appeal in the hands of prospective customers at a time when they are particularly susceptible to its message.

A mail order house selling women's wearing apparel through the mails has found that there are four periods during the year when the interest of their customers—new and old—regarding clothing is at its crest. Accordingly, the mailing-list is cross-indexed by season—Spring, Summer, etc.—which enables the advertiser to make an advance appeal in behalf of the coming season's styles, etc. For customers in the South, where, manifestly, advertising of heavy winter clothing would be a wanton loss of good money, the metal indicator is not moved forward to the "Winter" follow-up, but is returned to "Spring."

A jewelry concern finds that the holidays provide the psychological interval to make a productive appeal and has the follow-up framed accordingly.

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A florist uses this same holiday schedule, supplementing it by carefully acquired data regarding marriage anniversaries, birthdays, etc.

### **How to Classify the Names**

Few are the businesses that cannot further individualize the personnel of their mailing list by two or more classifications. With a line having extensive distribution, seldom does one appeal carry equal weight to all individuals on the list.

There are so many types or classes of buyers that a proposition must indeed be of a most general character to render some sort of classification unnecessary.

These classifications group together all buyers with similar tastes, vocations, financial rating, mentality, etc., enabling the advertiser to talk to each one separately and in terms they can understand.

There is the advantage of having one large list and that properly classified, rather than several small lists, in that duplication is entirely avoided. The same name can easily get in more than one file without detection, but when one large list is used, this duplication will be immediately noticed when the second card is assigned its correct position in the file.

The classification can also be utilized to show the particular item in the line the prospect is interested in, what booklet is requested, whether customer or non-customer; in fact, any data that will be of aid in sending an intelligently directed letter to the per-

sonality of the composite individual comprising that classification.

Again simplicity is an essential factor. A mailing list over-systematized is worse than one in a crude form.

Varying the colors of the cards is an easy way to classify a list. Card stock for printing can be secured in numerous colors, affording a wide range of selection. The same form can be printed on two or more colors, each of which will designate some specific class of buyers.

In featuring an educational booklet in an extensive campaign, one advertiser distinguished between customers and non-customers by checking the inquiries against the customers' list and making out green and white cards respectively.

This division was positively essential for the reason that the function of the advertising to the stranger was to introduce the line and create a desire for it. The inquirer who already was a customer would rightly feel offended if he received this follow-up vigorously soliciting his business. So the angle of appeal was changed and the follow-up to the customer made to point out the advantages of standardizing and buying the entire stock from one source of supply.

The first method of approach was to create virgin ? business; the second to bring in a greater volume of business from present customers. The intent of the two follow-ups was fundamentally different. The two widely different conditions could not have been successfully

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met with one general letter without directly sacrificing cash returns.

Another application is that of the automobile agency handling three makes of cars. A distinct color for the cards bearing prospects for each machine as effectively distinguishes them as though they were in separate files.

A filing cabinet manufacturer uses white, buff, and salmon cards according to whether the prospect is to be followed on wooden cabinets, metal cabinets, or supplies.

A second method is to use tabbed cards, although these plead guilty to the necessity of being sheared with special dies which increases the cost. When cut, the cards retain small tabs, or "ears," in regular positions, which are printed with the classification they represent. The tabs range from one-quarter inch to one inch in width.

These answer the same requirements as the colored cards, affording a ready means to refer direct to any desired classification. The tabs for any one classification forming, of course, a straight row from front to back of the file drawer.

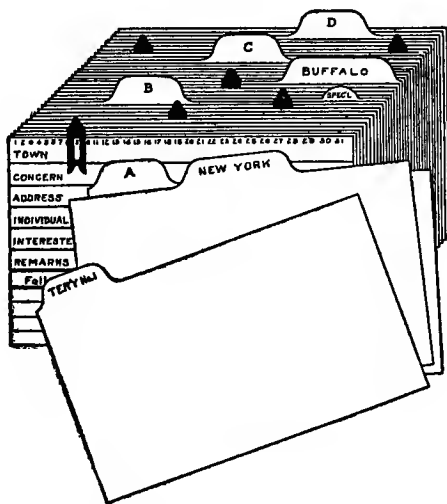
The illustration will serve to visualize the foregoing sufficiently to permit full comprehension of the salient points brought out.

This shows a territorial indexing scheme used by the advertiser previously mentioned who adapted the arrangement to conform with his sales territories covered by traveling salesmen.

The first division is by territories which, for con-



venience, are numbered serially. Index guides with one-fifth cut tab extensions in the left hand position are used exclusively to designate this first split. To further accelerate reference, these guides are of blue stock so



that it is necessary but to glance at the left edge of the file and catch the blue numbered guides to instantly locate any desired territory.

The next division is according to states, some territories taking in two or more. This is accomplished by the use of one-third cut guides of salmon color in the center position. Then the cards are placed in alphabetical order by towns with alphabetical guides, buff, in the first four positions. The extreme right position is reserved for the large cities using one-third cut buff guides for the purpose.

At first thought this may seem to be a uselessly complex arrangement, the only result of which would be to confuse the file clerk. But in practice it is decidedly the opposite.

Refer to the illustration and see how logical are the progressive steps of locating a card. First the territory number and then the state are placed, both of which stand out conspicuously because of the position and color of the guides. The small towns are in alphabetical order, while the important cities where the names are concentrated are quickly discernible by their individual guides.

The follow-up is taken care of automatically by the metal indicators and whatever classification required, handled without effort by the colored or tabbed cards. And there is the additional value of working the mailing list hand in hand with the outside selling force. A list of this sort is one of the biggest features in co-operation with salesmen that can be employed.

The indexing is, however, suited to a large list only, under consistent sales conditions. But the principles can be adapted in proportion to accommodate a list of any size. The idea back of this should be to place the list in the form most convenient and efficient for your own individual use.

### **The Need of Up-to-the-Minute Revision**

The necessity of keeping the mailing list incessantly revised to the topmost point of accuracy obtainable, is readily appreciated.

Despite the greatest care and intelligent work attending

the original compilation of the list, it takes little time for it to become inaccurate and burdened with a host of names that are worse than useless.

Individuals die, change their address or occupation, grow old, make a definite unfavorable decision concerning your product or services, suffer financial reverses and divers other changes, which the human being is subject to. Business concerns fail, pass out of existence, lose their identity in a consolidation, make changes in their personnel and policies, move, etc. This perpetual change in your field of prospective business as represented by the mailing list establishes a bottomless pit for your good advertising money unless you keep pace with it.

Of course, the percentage of changes is in inverse ratio to the stability of the line of business covered. Educational institutions, banks, etc., as a class are more stable than, for instance, a list of motorcycle owners. The stability of individuals who own their homes is greater than that of a lower class whose sole possessions can be crowded within the limited confines of a suit-case.

An average list of retailers will show 15% change in the course of a year. A list as stable as manufacturers and wholesalers will show changes of about 10% in a single year.

Figure out how much money you spend on an average for each name on your list and then estimate your outright loss in circularizing one hundred, two hundred, or a thousand or more, "dead" names.

These lifeless prospects are worse than worthless—they

are an utterly non-productive expense. You frown on waste in other branches of your business, why countenance it in the mailing list?

There are many ways of checking a list for accuracy and salability, depending to a great extent upon the sources from which the names were originally derived and upon the organization of your selling force.

The first and most familiar method is to make corrections from returned mail, but this is not wholly reliable nor is it entirely dependable. Individuals or business concerns may change their address, yet their first-class mail will be forwarded to the new address, which the advertiser has no means of learning. And undelivered letters do not always come back, the postal regulations notwithstanding.

The postal ruling applying to this subject is:

“Undelivered mail of the first-class (except single postal cards and post cards) bearing the name and address of the sender without a request specifying a number of days shall be returned to the sender at the expiration of: Five days if intended for delivery by city or rural carrier. Ten days if intended for general delivery service at an office having a city carrier service. Fifteen days from offices not having city carrier service, unless intended for delivery by rural carrier.”

These pieces of returned mail are rubber-stamped with some word of explanation, such as “Unknown,” “Removed,” “No such address,” etc., which gives a direct clue to the list’s accuracy.

With third-class matter, however, the situation is different. The sender is supposed to be notified when such mail cannot be delivered with the opportunity of furnishing postage for its return. But this, also, is not infallible, for it appears that the return of this mail is dependent upon the discretion of the individual clerks.

The postal ruling covering this point is:

“Letters are opened and returned to the writers if practicable, except such as contain advertising matter only, the return of which is not required.”

When lists are purely local in scope—that of a retailer, for example—frequent editions of local directories furnish a dependable means for catching active names. If the prospect has made a change in address, the new one is given. Many directories give further specific data concerning the names as “Deceased,” “Moved to ——,” etc. A constant checking in this way will also insure accuracy in the spelling of the names.

An excellent check on removals is to effect an exchange or other arrangement with local furniture movers and shippers, rental agencies, gas, electric, and water companies. These concerns come in daily contact with people who are moving and can supply a great fund of “tips” that will put money on the credit side of the mailing list.

For the advertiser with the broader list there are even more checks whereby the worthless name is shunted into the discard. First are the trade directories and indexes, and mercantile directories issued at regular periods.

A careful watch of news items in trade journals will find many notices of address changes, failures, consolidations, etc., enabling the mailing list to be promptly corrected.

This, of course, applies only to those advertisers selling to established businesses of some character. The mailing list comprising individuals' names is more susceptible to changes, yet a complete national directory tracing their movements is not available. In cases where the names are bulked in a few large cities, the local public directories will more than earn their price.

When the names are widely scattered, particularly in small towns and rural districts, the use of directories is out of the question because of the expense. Here a plan which is not universally understood can be used. This plan consists of sending typewritten lists to the postmaster in each of the towns, with a courteous request that the names of all persons who have left the town be crossed off. The postmasters are usually glad to perform this service, although they are prohibited to add new names. Section 549, paragraph 3, Postal Laws and Regulations, of 1902, covers this point:

“Postmasters must not furnish lists of names of persons receiving mail at their office. Lists of names sent to postmasters for revision must be returned to the sender when postage is provided for that purpose, but no new names must be added to the lists. Postmasters may, if they so desire, however, cross off the names of those who have moved away or are deceased.”

This service is, you will notice, optional on the part of the postmaster. You can send a letter of explanation with the list, pointing out that it is to the postmaster's advantage to check the names for the reason that it will obviate a lot of unnecessary handling of mail by his staff.

Another local source is the newspapers. The publishers of these small town papers are not averse to making a little extra money and at the same time confer a favor upon a concern who may sometime be sold some space.

Bank cashiers are in close touch with the inhabitants of their locality and frequently will, for a slight consideration, cross off the dead names and add new ones.

The advertiser, covering his territory with salesmen, has an exceptional chance to keep posted on the status of these names. Lists can be mailed to traveling salesmen as they make each town, similar to the instance mentioned on page 20. With branch offices or resident salesmen, the entire list can be drawn off once or twice a year and sent to them to be checked.

In some businesses a direct appeal for reply is taken as a criterion of the responsiveness of the list. A circular is sent to the entire list, offering a new catalog, style book, novelty, special discount, or other inducement for the prospect to reply.

Return postcards are used to make replying almost effortless. Only those names from which the postcards are received are retained. The others are cut off the list; the absence of the reply being sufficient evidence that the prospect is no longer in an interested frame of mind.

A multitude of articles have been written on the subject of mailing lists, many of which are bewildering in the extreme. The effect of this outburst has been, to some extent, confusion and awe in the minds of the readers. It has conveyed the impression that a mailing list—a productive and efficient list—is a brain child of some wonderful genius, that it is a fearsome object and one associating only with the enormous advertising propaganda.

But this is dead wrong. There is nothing mysterious or awe-inspiring about a mailing list. It has been the intent of this bulletin to show the manner in which all phases of the subject may be met in a simple and economical way and with confidence. The data have been boiled down to readable length yet hitting upon sufficient vital topics to extend a comprehensive—though compact—conception of the whole subject.

For the man who is selling his goods or his products on a small scale, a mailing list is the logical evolution from talking to each prospective customer or client in person. It carries the business-getting appeal to many instead of few.

To the larger advertiser with his small or great selling force, it presents a big opportunity to link his advertising with the personal salesman. It points the way to complete co-operation with the outside force, to educational work, to the creation of good-will and friendliness; which results are reflected by an ever-increasing business.

It has made possible the tremendous success of those



concerns selling their wares from catalogs by mail exclusively.

Yet the underlying fundamentals are the same in all cases. Whatever success may attend your mailing list, hinges upon the success with which you adapt these elements to your own individual needs.



II

Form Letters

Edited by JAMES WALLEN



## II

# Form Letters

### What is a Form Letter?

A "form letter" is a letter designed to carry a message to a number of people in such a manner that it will receive the attention due a personal communication.

The form letter provides the one simple method by which you can communicate with a large number of people in a semi-personal way.

The form letter is a business necessity. When a concern is more than a neighborhood institution, it cannot afford to ignore this medium of telling its sales story. For intimacy and personal contact, it is rivaled in salesmanship only by a call in person upon the prospect.

It has obvious advantages over the personal call. The form letter does not have to wait in the lobby. A man will keep visitors waiting while he reads his mail. A thousand form letters can be prepared and mailed in the time it takes to journey to the homes or offices of a few possible customers.

Again, you may visit the prospect at an inopportune moment, and your chance is lost for all time; while the

form letter, if it has the essentials of good correspondence, will be held until time or temper finds the prospective patron more receptive. The expense of producing form letters which sell goods, as against individual calls, is trifling. The form letter may do all of your advertising as it is more nearly self-sufficient than any other method.

If you use other kinds of advertising, the form letter must supplement it. A letter should accompany the booklet and folder you send through the mail. It should be used in response to the advertisements appearing in magazines and newspapers. It is often used to call attention to advertisements in publications, street cars, and bill-boards.

### **Who is a Letter Writer?**

The successful form letter writer is a person who, because of acquired knowledge of lettercraft, and the subject of his letters, combined with a natural ability to compose messages of charm and force, produces more good letters than poor. George Meredith said to S. S. McClure when asked for a definition of genius: "It is an extraordinary activity of mind in which all conscious and sub-conscious knowledge mass themselves without any effort of the will, and become effective." The letter writer need not be one by profession. He may be a letter writer as an adjunct or help to his business.

### **The Personality of Letters**

Not every letter produced by letter writers, no matter how skilfully and sincerely they work, will prove lucrative.

The great percentage, however, of letters produced by persistent letter writers are effective.

Once in a while the unexpected happens in connection with form letters. A certain letter will have mysterious pulling power that cannot be explained. It is like the hypnotic charm of some folks—a quality which can hardly be analyzed. It is not needful to be perfect to possess this quality. Conversely, people and letters which seem to be perfect specimens of their kind may fail to charm and convince.

However, it is easier in the case of a letter failing to reach its mark, to get at the facts, than where a letter has unexpected power. Defects are always more apparent than virtues, in letters.

When you find a letter that proves to be more than ordinarily efficient, use it as a model for similar letters. Try, if possible, to discover the point which makes its particular message vital and virile. Often watching the responses, reading carefully the letters which come in answer to your letter, will give you hints as to what portion of your letter carried the highest voltage of selling power. I once sent out a form letter in the interest of a magazine, in which I referred to the text of the publication being written in "Americanese." The phrase seemed to please the fancy of the progressive advertising men to whom the letter was addressed, and scores of them used this particular word in replying. It was very evident to me that this coined word struck a keynote to which they were responsive.

It is the part of wisdom to test letters out in a limited territory, or on a portion of your list first. If a letter is impotent do not continue to employ it in the hope that some day it will bring returns. And do not tinker it—a bad letter can seldom be fixed. Start over again with a fresh point of view. The old letter will merely cramp your enthusiasm.

The tone of a form letter should be friendly, but not too much so. It should be intimate, without offending good taste. Letters intended to sell goods must take into consideration the man and the occasion, just as a salesman bears these two important factors in mind when calling on customers. The form letter writer must consider a composite man, made up of all the virtues and little faults of the average good citizen or class of citizens on the list.

Economy of words is a thing to learn, as well as the use of words. The time to get out of a man's office is when you are through with a conversation. And the busier the man, the more apt this is to be true. It is the same way with letters. I believe in telling the whole story, but a letter as well as an individual can be a "chair-warmer," and bore you out of the buying mood.

### **The Central Idea**

In writing a form letter, first get the central idea about which all other facts are to revolve. One idea to a letter is generally enough. If too many points are brought in, the reader is confused. Decide what you



want your letter to accomplish. If you want it to sell filing cabinets, bear in mind that you are dispensing filing cabinets, and not writing briefs on business life. "Safety First," in letter writing, consists in sticking to the main idea.

John Galsworthy says: "For what is style in its true and broadest sense save fidelity to the idea and mood, and perfect balance in the clothing of them." Fidelity to the idea, is the keynote of efficient business correspondence. Put over one point at a time.

I have on my desk a form letter from Cameron Mackenzie, of *McClure's Magazine*, in which he endeavors to sell, with a year's subscription to his magazine, a set of Morgan Robertson's books. The central idea of the story told in this letter is this: Morgan Robertson is in need of funds. The writer of the letter does not allow you to forget the tragic circumstances for one minute. He does not state his facts and let it go at that. He permeates the whole letter with the sad tale of Morgan Robertson. It haunts you. At the same time Mr. Mackenzie gives you the impression that the books are worth buying. He says: "Morgan Robertson's stories will live after him, but he has been a poor business man. Famous he is, but fame is a poor substitute for beefsteak." This letter is artistic and effective, because of its strict adherence to the appeal.

Reproduced here is a letter built around the idea of a grocer's sympathetic interest in his customer's welfare. It is a wonderfully productive letter because it clings

to the thread of the story. Though an original letter, it is conventional, it has no especial eccentricities and tells a warm, human story with a business basis:

DEAR MR. BLANK:

You probably have some precious little lives in your keeping. As a father you do the right thing by your kiddies.

You can extend your fatherly protection to your customers' boys and girls. Serve their parents the brand of Butterine which makes plump bodies, pink skins, and bright, active brains.

Moxley's Butterine is a bringer of health. Authorities on diet for children endorse our "Gold Seal," "Cream White," and "Special" brands.

And what is good for the children is good for grown-ups. If the little tots get body-building material from Moxley's Butterine, surely men and women will find it a valuable item of diet.

Moxley's Butterine is sold by dealers who know that to benefit their customers is to benefit themselves. As a beneficial aid to your business, use the enclosed order-blank.

Good wishes.

### Consider the Customer's Needs

Know definitely the trend of each letter in advance of writing. Consider what the patron wants to know. If you do that, you will have little time for the eccentricities which spoil letters. Most form letters are followed up. In the follow-ups you can strike the customer from different angles. You cannot tell him all of the advantages of your proposition in one letter. If you describe one advantage, be sure that you treat it so comprehensively that the customer gets the full force of your argument.

Of course it is not necessary for me to say that you must tell the truth in your letters. A false claim deceives none but the writer. He, himself, will be deceived only until returns are due from his solicitation.

Approach every proposition from the standpoint of the relation of the article or service to the customer. Too much advertising deals primarily with the relation of the goods to the maker or seller, rather than to the buyer. If a woman is interested in a sewing cabinet, she does not care so much about the methods of manufacture, as she does about how this sewing cabinet will keep her mending in order. The fact that the cabinet will hold her thimble, thread, needles, and materials compactly, is of a great deal more importance to her than information that the article is made by a certain type of workman under certain factory conditions.

### **The Enormous Trifles**

The defects condoned in a newspaper article or advertisement or a booklet are the ones which would kill a letter. The smaller the painting, the more care must be exercised on the details. The big canvas may bear brush marks not permissible in the miniature. You may make a number of errors of diction and logic in an article which will be lost in the volume of matter, but in a letter they are tremendously conspicuous. An eccentricity of expression will call attention to itself, and detract from your message. Emphasize the Right Thing.

People are ultra-critical and sensitive regarding the

form letter because you make the attempt to speak to them in a personal manner. It is essential to gain your prospect's respect. To do this you must be humanly dignified. You must write to him in the character of a simple, unaffected man. Get a kindly and respectful tone into your letters. Most people resent officiousness. At the same time do not make your appeal so soft that it loses the manly ring. Be neither dogmatic nor apologetic.

Read your letters carefully and then ask yourself if they command your respect and attention. Do they gain your confidence? How would you be impressed if you received them in the mail? Do they imbue you with a desire to open your purse? Do they give you the desire to make your expenditure now? Letters must be pocket-deep. The prospect must have some reasons for taking immediate steps to procure the goods about which you write to him.

Some of the enormous trifles which neutralize letters are over-freshness of style, misspelled words, errors of diction, and vulgarisms. Avoid localisms and trade-terms except when writing people who you are positive will understand them.

Talk to all of your prospects as you would converse with the most critical, and you will be doing the diplomatically safe thing.

### **Strong, Simple Construction**

In constructing a letter, use short sentences. Utilize

the period. Don't pepper your page with commas. Long involved sentences lose the reader in a maze of disconnected thought. He does not arrive at a thought station. To illustrate, I will quote you a portion of a letter regarding a popular novel: "Going direct to the heart of this remarkable story, we find a girl of fine instincts—beautiful and loyal as well—placed by her lackadaisical father's misdeeds in a position toward two men—both of whom love her—which makes her life a question mark staring her in the face."

In the foregoing sentence a comma and several dashes are employed to break up a sentence which is really three sentences in one. This is as inflexible and unreadable a line as it is possible to build. Using the same ideas and words, this sentence should have been broken up in this way: "A girl of fine instincts is placed in a position toward two men which makes her life a question mark. Her father's misdeeds are responsible. Both of the men love her."

Advertising claims and sales arguments should be direct statements of facts. There is nothing to qualify, contradict, or equivocate in a sales statement. Plain facts require clean-cut expression. Here is a sample of straightforward construction from Dr. Frank Crane: "Now, what is dirt? Answer: it is matter in the wrong place. That's all. Jam on a boy's face is dirt. But it is not dirt in the jam pot nor on a piece of bread. Dust on the carpet is dirt; but on the road it is clean enough. When I look at a cash register it strikes me as a brother to health."

There is no business health possible without keeping money accounts accurately."

There are a few supreme artists like Henry James who can handle long, involved sentences skilfully. But Henry James is not a "popular" author. The masses do not understand him. Henry James's kind of success would be suicide to a writer of sales letters.

### **Eliminate Tricks**

As most letters are prepared for large audiences of people, of varied degrees of intelligence, it is necessary to keep your phraseology clear, concise, and definite. Letters should be terse, clean, and clear as light. Do not try to do "stunts" in your letter writing. Fancy writing is not for the average man. You may be able to waltz acceptably, but you can't dance like Pavlowa.

Herbert Spencer said: "At any moment, anyone of us has just so much attention to give to the man who is addressing us. Some of this attention is necessarily taken up by the effort of seizing what he is saying and therefore the less his manner attracts our notice, the more attention we shall have to bestow upon the matter. The more clearly and the more simply he can deliver his message, the more amply can we receive it."

I am not addressing the "tricky" letter writer, but the average business man who wants to get a definite message into the minds of his clientele. To such writers, I say: Adopt the principle of Simplicity. Use direct, clear sentences which are no longer than your thought. Use

the right word to express your meaning. Don't underscore or over-capitalize to lend force.

If you are in doubt about the exact shading of meaning of a word, look it up in the dictionary. I have a card from a concern which says: "You are requested to call at our fixture studio." "Invited" is the word which should have been employed. A request to call is what one gets from the tax commissioner.

### **Timeliness a Factor**

Timeliness is an important factor in the success of form letters. I once met a manufacturer of finger rings, so unbelievably ignorant of his business, as not to understand why his ads pulled better in May and June than in other months of the year. Send your letters out in season.

Timeliness as to events in connection with your business is also an asset, when properly employed. At the time of the disastrous Salem fire the Helburn Leather Company mailed to its list the following little letter, full of good will, affirmation, and business liveliness:

DEAR SIRs:

We are happy to say that we escaped the fire and are running as usual. All orders have prompt attention.

We thank our friends for their interest and offers of assistance.

Salem is going to come back.

Very truly yours,

HELBURN LEATHER COMPANY.

Many successful fire insurance companies mail letters immediately after a big conflagration. The publishers are

just now conducting various direct advertising campaigns regarding books on the war. Other businesses have opportune times to present their sales stories most effectively.

A reference to a current event, related to your business and its relation to the business of the prospect, is often a valuable means of opening up a correspondence.

### **From Start to Finish**

A great many writers on the subject of form letters devote a deal of attention to the opening and closing paragraphs. To my mind, the head or tail of a letter, alone, will never make it of value. The whole letter must be consistently good from top to bottom—like a crock of butter.

I always open up with an interesting fact, something that touches the springs of memory and the wells of human experience. In writing to business men about a time-saving system, I opened a letter this way:

“When you and I studied Ray’s *Practical Arithmetic* in the little red schoolhouse, we were saved considerable worry because the ‘right answers’ were always to be found in the ‘back of the book.’ In business life, there is no ‘back of the book.’ We have to solve the problems as they come.”

The body of the letter should be filled with conclusive and undebatable arguments as to what your products will do for the prospect. There is so much to be done and said in so little space that the matter must be condensed. In other words, it must be “full cream.”



Briefly the body of a letter should consist of a digest of the importance of the product or service to the customer, described in terms he can understand, and an argument for the product or service as compared with others in the same field. And then finally the business proposition; cost, delivery, service, and method of contracting. My letters average five six-line paragraphs. I divide according to the thought, but at the same time, endeavor to get the paragraphs as uniform as is consistent with good sense.

The closing paragraph should be very carefully, courteously, and concisely constructed. It is the paragraph in which you cannot afford to gamble. It is best to make reference to an order-blank or to a method of response for the prospect, which is unmistakable and action-compelling. Here are a few closing sentences that I have successfully employed: "Enclosed is an order-blank which you can quickly and easily fill out, thereby promptly stocking your store with this sterling and standard product." "Enclosed is an order-blank which will make it easy for you to order right now." "The enclosed order-blank will bring you a nice assortment of 'Daisy' and 'Special' brands, if you will fill it out properly and mail it promptly."

I generally add "Good wishes," or some other expression of esteem and good will. The relationship of courtesy and cash is very intimate.

### **The Dress of the Letter**

When the Earl of Chesterfield spoke of style as the

dress of thought, he probably had in mind literary style as well as the appearance in which thoughts are given to the world. As you want your salesmen to appear well groomed, so your letters must go forth to meet your customers and prospective patrons.

Prospects are just as important to the life of your business as the patrons you already have. A modern sage says: "To hold the old customers, get out after the new." Therefore do not assume that poor paper and inartistic forms will do for your circular letters.

Select paper and inks appropriate to your calling. Lavender is very well for a milliner, but it will not do for a blacksmith. Tan is probably the best color on earth for the leather-dealer, and so on through the catalogue of industries. White paper and black ink are the safest combinations for all trades and professions.

Use a paper of good weight and strength, and of dull surface which is pleasing to the eye. As to the letter heading, word a simple and instructive signboard of your location, business, and firm name. If you have a slogan or trademark, by all means incorporate it in your letterhead. Every letter that goes out of the J. I. Case Threshing Machine Works bears the portrait of Old Abe, the eagle, which is the symbol of the Case business.

I have a letter from a concern asking for an interview, and yet neither the body of the letter nor the heading gives me a clue as to the nature of the business.

Your letterhead should tell the truth about your business. It should be a little advertisement in itself. I

worked out such a problem in connection with a furniture store in Buffalo:

This concern started as a willow house. They added cretonnes, some gift pieces, and finally went into the general furniture business. But the false picture remained in the minds of the people, regarding this house as merely a little shop. The signature shown on their stationery and advertisements read: "The Johnston-Kurtz Company. Furniture Specialties. 149-155 Franklin Street." This location is off the main line of travel. The signature now reads:

Johnston-Kurtz  
furniture for every place and purpose  
Franklin Street between Court and Genesee  
Buffalo N.Y.

We dropped the word "Company" as being non-essential, and therefore confusing. We added the line "Furniture for Every Place and Purpose" because it told all about the business in one stroke of the pen.

We changed the street address from a number to a descriptive phrase, "Franklin Street between Court and Genesee," which is all a prospective customer need know about the location. Then we stopped referring to the store as a shop, and used the expression "The Johnston-Kurtz Establishment." The word "shop" is small and confining, it suggests the booth, which may of necessity move. The word "establishment" is big and substantial.

It suggests age and stability. "Furniture Specialties" is flavored with the small shop idea. "Furniture for Every Place and Purpose" is a better slogan for a concern that occupies three floors, with five big display rooms.

### **The Versatility of the Form Letter**

As we observed in the beginning the form letter is a semi-personal appeal. The filling in of the name and address at the head of the letter, and the signing with pen and ink or by mechanical process, the name of the writer, is not for the purpose of deception, but to create the atmosphere of intimacy, individuality, and personality.

Take great care with the mechanical details of reproduction and filling in, whatever process may be used. If you do this, your form letters will sell goods, assist your salesmen, create good will, collect bills, notify prospects of the progress of your business. It will relieve you of a lot of dictation of routine correspondence, which consumes creative energy that should be devoted to the planning of new ways and means of manufacture and selling. This will also give you more time on the construction of your letters.

You will have the leisure to learn how to produce letters of charm and conviction. To state figures in your letters is not enough. You must add a certain lure which is accomplished through experience.

### **The Precious List**

Lists of names used in connection with form letters should be classified according to the needs of your business.

The list should be considered sacred, and never neglected. Someone should live with the list.

The letters addressed to these names should be mailed under two-cent postage. It is the difference between getting into your prospect's private office, or being dismissed by his clerk. The experience of the majority of advertisers justifies the use of two-cent postage. The successful way is the first-class way.

The lists should be checked for returns, changes of addresses, and volume of business—all of which can be tested by carefully kept records.

As to whom form letters should be addressed, I will say almost every human who pays money into your till or who is paid out of it, or is a possible purchaser of your commodity.

Many houses install a form letter system by which they answer inquiries, acknowledge orders and remittances, reply to complaints, talk to employees, and so forth.

The form letter is the good servant in the business house.



III

**Follow-up Letters**

Edited by LOUIS VICTOR EYTINGE





### III

## Follow-up Letters

THE western jackrabbit has been advertised as the greatest living exponent of pedal efficiency—lightning's only rival in the field of personally conducted locomotion.

The fact that John Hare is not always able to live up to his reputation is responsible for the most exciting sport known in the West. In rabbit coursing, the grayhound demonstrates that confronted with equal speed and more persistence, John Hare's one safe refuge is a hole in the horizon that obstinately remains closed.

The sport begins when the hound finds a warm trail. Without further loss of time he arrives at the spot recently occupied by Mr. Hare, who now glances derisively back over his shoulder to laugh at this pitiable elongated canine who displays such a strange ignorance of the speed latent in the legs of all Hares.

Mr. Hare reckons without knowledge of the follow-up system used by the grayhound, who knows that his one hope lies in putting the maximum of space behind him in the minimum of time; in keeping his thoughts on that rabbit, and nothing but that rabbit, until Mr. Hare has

either demonstrated superior speed or been safely "landed."

But, suppose the grayhound tires in the first half-mile?

Or turns aside to investigate the prospects in a village of ground squirrels?

Or sits down in ecstatic enjoyment of the landscape?

Or turns back to dig up the bone he buried yesterday?

There's the end of the most perfect follow-up yet devised—because the chances were at least 50% in favor of Mr. Hare's escape in the beginning.

The follow-up means simply this—to strike a warm trail, and to follow that trail until the prospect is safely delivered over to the bookkeeper, or the sale is definitely included among the impossibilities. A follow-up that does less is unworthy of the name. More good business is lost through premature abandonment of the trail than through any other single cause.

George Metzgar, one of the chaps who helped make Columbia Phonographs famous, was once in charge of a mail-order book business. One day, while rummaging around, he came across a bushel basket full of inquiry coupons, covered with the dust of many months. Some of them were years old, and all had been worked to the limit, apparently; but the right kind of a follow-up was built, and it sold \$25,000.00 worth of books to these same "dead ones."

Robert C. Fay, a Chicago letter expert, was called upon by a correspondence school to handle their letters. He found 15,000 inquiries stacked in shoe boxes about to

be sent to the furnace. From them he produced \$8,000.00 worth of business at a cost of \$320.00 through the use of a simple circular talking nothing but sound, sane argument, with a novel opening appropriate to the season when it was sent out.

The Eytng Service recently had an order to prepare a direct advertising campaign for a large land company whose previous advertising in magazines and newspapers had been a total failure. It was not the fault of the advertising, for it had brought inquiries greatly in excess of the usual ratio. The inquiries were found beneath a counter piled into old fruit boxes, \$30,000.00 worth of them in actual expenditure, worth possibly \$250,000.00 if they had been logically followed up.

Such instances are not unusual. In fact, they are more common than most business men would believe. It is entirely possible that 75% of the advertising failures can be traced back to an inadequate or worthless follow-up. The hound sits down or turns back, often enough when Mr. Hare is still in sight.

An eastern silk manufacturer who compiled careful records on a long list of prospects addressed by a series of follow-up letters found that the eighth and the seventeenth in the series brought the best returns, the seventeenth pulling better than any other in the series. The first two letters had brought less than 2% of replies.

A certain series of collection letters pulled, respectively, 11%, 16%, 34%, and 43%, and the last letter 96% of the remainder—a clean sweep of 100% for the total list

taking into consideration the fact that seven of the debtors could not be reached. Not one of these letters contained a threat. The sender increased his outstanding accounts through their use. But, suppose the series had stopped with the fourth letter?

The first requisite for success in any follow-up is a warm trail. The hound cannot catch rabbits where none exist. The trail may be supplied by inquiries developed through newspaper or magazine advertising; form letters as distinguished from the follow-up after the inquiry; salesmen's reports; personal investigation; special mailing lists compiled to reach certain classes of prospects who should normally be interested in the product to be sold, etc.

The real follow-up begins only when the trail has been discovered; when it is known that a prospect may actually be reached. The failure of many follow-up campaigns may be traced to the fact that hunting is not good where there is no trail; mailing lists are worthless unless they reach prospects—merely reaching people will not produce profits.

It is intended that the follow-up shall build on foundations previously laid, taking advantage of the cumulative effect of letter publicity in the same way that continuous general publicity grows stronger with each repeated effort. Through it argument may be piled on argument, reasons developed to their logical conclusion, selling points amplified and strengthened, confidence and desire fostered, and the natural indifference of the prospect broken down

until an order is obtained—or the prospect is definitely known to be “out of the market.”

“Get into the envelope and seal the flap” has often been quoted as the one infallible recipe for writing “Order-Originating, Confidence-Creating, Coin-Collecting Letters,” but to that recipe it is necessary to append a warning: “Be sure you have something to put into the envelope before the flap is sealed.” Otherwise, when the flap is opened, the letter will be found to contain nothing but trouble for the unfortunate writer, because it is, if anything, easier to tear down business with a follow-up system than it is to build it.

In one important particular only the sales-letter differs from salesmanship by word of mouth—the spoken word is at all times subject to revision, explanation, and correction, but the word once sent out in a letter is irrevocable, and cannot be changed. The salesman can afford to be spontaneous, and frame his talk in accordance with the prospect’s outspoken objections. The follow-up must foresee those objections before they arise and prepare carefully worded answers to all of them. The work of the salesman can be done on the spot; the work of the follow-up must be done weeks and months in advance if it is to be successful.

As may be frankly stated, there is no such thing as an infallible plan for follow-up campaigns. Each problem that appears calls for an original solution; each problem is unlike any other that has gone before. Mr. O. H. Kepley, St. Louis, says: “I believe it was Hugh Chalmers who

said, 'The success of any business man is 90% horse sense.' That is all there is to writing follow-up letters. A business letter is not a political oration, and does not run to figures of speech. It is intended to be *YOU* on paper—your conversation, your arguments, your appeal, just as you would make it in plain words to a prospective customer in your place of business. And it takes time to convince on paper, just as it does by the mouth. No sane, sensible business man would expect his salesman to land big business continually with the few words that can be typewritten on a sheet of letter paper. He expects his salesmen to talk volumes, and is satisfied if they land the business. But that same well-balanced business man will send out one **SINGLE** letter, that could be spoken orally in three minutes, and expect it to **BRING RESULTS THAT HOURS OF SALES TALK COULD NOT GET.**"

The man who is coursing rabbits does not call off the hound after running the first half-mile, or the first mile, or the first five miles; he wants to know just how far that rabbit can run before it is finally caught, and he is not going to whistle until he does know.

Next to a well defined trail a carefully prepared plan of procedure is the most important item in the follow-up campaign. Just what is meant by this plan may be explained by the following illustration—a complete campaign for a given problem, and one that was successfully culminated:

Jones, let us say, was the manufacturer of a specialty to be sold to drug stores throughout the country. His

business was large; his sales plan had successfully eliminated the jobber, and all sales were made direct. As his business grew he found that he was working all of the larger cities at a good profit, but in the smaller towns and in distant territory his profits were eaten up by selling expense. Jones's problem was to find a way to retain his old trade, gain new customers, and to extend his business at a profit in the territory covered at a loss. Letters appealed to Jones as the most feasible way of getting this business—if the prospects could be induced to send in the orders by mail that were formerly given to Jones's salesmen. Jones, however, previously had some sad experience with letters, and knew that the usual sales letter would not sell his specialty. All things considered, it was easier for the drug store to give the order to a rival's salesman, or drop the line entirely.

Here is the way the problem was solved by a letter expert called in consultation on the job:

He evolved a fictitious character, "Salesman Mr. Brown," who, supposedly, had been traveling for the Jones house fifteen years. "Salesman Mr. Brown" was tired of the road. He bought a little farm in the country, resigned his position, and began leading the simple life. He was overjoyed at his release from responsibility; this is what he had been dreaming about through all the nights spent in cheap hotels, and the long days spent in calling on the trade.

Three months later "Salesman Mr. Brown" again shows up at Jones's office. His adventure in simple

living has not been the success he anticipated—"So blamed quiet in the country," he complains, "that ev'ry time a man thinks it sounds like a parade of Eagles on initiation night!" But, Brown does not want to go back on the road—he is just beginning to get acquainted with his wife and children—although he does want to get back in harness where there is "something doing beside frog concerts and hens making as much fuss over one egg as though they'd sold a thousand-dollar order."

But Jones regretfully informs Brown that there is no office position open, although he can go on the road again any time he will—as much choice between the road and the farm, Brown thinks, as between "dying from strychnine or prussic acid."

Brown "puts it up" to Jones: "I ain't much of a writer, but I know most of those fellows out there, and I don't see why I can't get 'em to send in orders by mail as well as if I went after 'em myself." If Jones will give him regular salary and expenses, "just as though he was on the road," he would like to try landing the orders from the office, so "he could still get home at night and watch the kids grow up."

Jones is doubtful, but he is willing to let "Salesman, Mr. Brown" try the pulling power of his letters—but Brown goes on the road again if his letters fail to get results. The question is, will the customer do his part in order to "let Brown stay at home"?

The campaign to "keep Brown at home" as outlined



consisted of eight pieces, but some other letters and additional inserts were used as occasion required:

(1) A little booklet, "The Story of Salesman Mr. Brown," written, supposedly, by Brown himself, in which he tells his story as above, outlines his reasons for wanting to stay at home, and appeals to the customer to coöperate with him. The booklet was illustrated by half-tones of Brown, his family, his farm, the office—all as personal and human as they could be made.

(2) A letter, sent with the booklet, calling attention to Brown's story, and signed by Jones, saying that the house is willing to "let Brown stay at home" if the customer will do his part, and asking for the customer's aid for Brown.

(3) A letter followed two days later, to the customer from "Salesman Mr. Brown," giving the whole argument for mail orders as against orders given salesmen, offering the customer a small additional advantage—saving on expense account—"if I can get your order by mail instead of coming out on the road after it." A mail card was enclosed, asking, "Will you help Brown? What are your present requirements? When will you be in the market?"

(4) Letter from Mr. Brown, order blank enclosed, thanking customers for prompt response to appeal, and employing new sales arguments.

(5) Letter from Mr. Brown, telling of growing success of new idea, and making a summary of sales arguments.

(6) Letter from Mr. Brown, enclosing price lists of

various grades of a specialty, and a special offer to induce immediate orders.

(7) Letter from Mr. Brown, thanking customers for prompt response to special offer, and noting "it looks as though I was off the road for good." With this letter was enclosed a kodak picture of "Salesman Mr. Brown" and his children—a very effective touch.

(8) Letter from Jones's sales manager—"When Brown first suggested this scheme we didn't think it would work. But thanks to the hearty coöperation of his old customers, and many new ones, it has proven very successful. We want to thank you as sincerely as we can, because while you have probably seen the last of 'Salesman Mr. Brown' on the road, his letter visits will come to you regularly."

This was the campaign as outlined. It was built up entirely from the personal side. So vivid did the character of Brown become that many letters were sent to the office addressed to "Salesman Mr. Brown," and many customers wrote in asking if Brown was really a man or only a clever advertisement. These were answered with the frank explanation that while Brown, like Santa Claus, perhaps had no existence in the flesh, he was certainly more than an advertisement—he represented rather the spirit of the house—a warm, personal, friendly spirit as real as ever a man could be.

This and other letters were prepared as the campaign developed, notably one introducing a house organ that arose as the outgrowth of the letter campaign; again the work of Mr. Brown whose "personal correspondence

has grown so heavy that I can't attend to writing letters regularly, but this little monthly visitor will keep my friends informed as to my rising fortunes." Brown, of course, was the only logical editor of the house organ when it appeared.

It is probably not necessary to state that this campaign was successful in every way, and "Brown" is now the most efficient salesman in Jones's office.

No letter campaign should ever be undertaken until some such plan, known to be peculiarly applicable to a particular problem, has been outlined and a large part of the copy prepared, modifying the plan and revising the copy as developments require. Otherwise the advertiser is always working up a blind alley in the dark.

The trail is the opportunity to reach the prospect; the follow-up is the hound on the trail; the result will depend altogether on the speed and efficiency shown by the hound. He must get off well at the start, he must keep his nose to the ground, and he must keep to the trail or John Hare will certainly escape.

We will agree that the get-away on every letter used in the campaign must attract attention. It must start as though it was going somewhere. The opening of a letter is no place to indulge in unnecessary acrobatics. There is no real attention value in a letter that begins:

"To tell the difference between a mushroom and a toadstool try the Missouri plan—eat it! If you live, it's a mushroom."

Or:

"This conversation over the 'phone twelve times last year: 'Hello, is this you, Bill?' 'Yes.' 'Charley talking—How about coming over to-night?'"

Yes, these are actual openings in follow-up letters sent out to large mailing lists—letters that start with a flourish and end with a stumble, while their course between the salutation and signature is as indirect as the way of a child asking for between-meal cake—the trail grows cold before the reluctant hound even gets under way.

Contrast such openings with the following:

"I want to make this short, straight, business proposal—

"I will agree to save you from 3 to 15% of your coal bill. Yes, and make good before you pay me a cent for doing it, too. Is that fair?"

Or this one:

"It has become a custom with me to give my friends boxes of my own private brand of cigars at Christmas—for cigars are the one gift the duplication of which causes the giver no embarrassment."

Such openings get away immediately they strike the trail—they obtain interest without the use of a brass band, a three-ringed circus, capital letters, or red ink. They give the body of the letter a chance to work, because they talk as one man likes to be addressed by another; they show direct interest in the prospect who is being addressed. Be interested in your man and his problems first and last—take it for granted that he is not interested in your goods until he knows what they will do for him. Even John Hare pays no attention to the hound until the

hound takes a very close and personal interest in John Hare.

In handling the salutation, the body of the letter, the close and signature, one can have but little patience with those who argue for the sake of argument whether the follow-up letter should be "matched in" or "personally signed"—whether it should be short or long—what the exact form of it should be—whether it should be reproduced in facsimile or laboriously typewritten—and all the other outpourings of medieval minds who, in a previous incarnation, prepared great discourses concerning the number of angels who could occupy a precarious position on a needle's point. When all is said, a letter is a letter—a personal message from one man to another. It is taken for granted that there is a reason for the message, else it has no business in the mails. When that reason exists the message is entitled to all the respect and attention the writer can put into it, and it must have that respect and attention before it can arouse similar mental activity in the reader.

There is a type of agent who walks boldly into a man's office, and immediately begins to state his proposition without pausing for the courtesy of an introduction. Sometimes, unfortunately, he may convince—but his arrival, or his continued presence, is never welcome. He is the same type of man who will undoubtedly clap on his hat, bang your door, and depart without the formality of a farewell—you have not learned his name, and have no desire to make a further investigation. He

may possibly make a single sale to you, but, let him call again to-morrow, and the day after—will his welcome be any warmer than before? No more welcome than the circular follow-up that comes unheralded and without credentials, and departs into the waiting basket followed by no regret.

Most of us have recently listened to certain other strange arguments tending backward to the time before the duplication of letters was possible. In the name of truth in advertising, if we have the same message to deliver to ten, or ten thousand people, what difference can it make whether those letters are printed a page at a time by facsimile process, or a letter at a time on a typewriter? The difference is simply one of economy and convenience, and any further argument is absurd.

In the body of the follow-up letter brevity is the soul of business as of wit, but here again there is only one rule that is applicable to all occasions—say what must be said, and stop—remembering that when the reader's interest is lost nothing further can be said; finish the letter while the prospect would still read further.

In one of the wide-awake little towns of North Carolina lives G. E. French, who has built up a world-wide business selling moth-proof cedar chests by mail. His opening letter, sent in response to inquiries, is two pages long, chatty with southern atmosphere, and covers naturally all points of appeal. The second talks of the economy in the possession of a cedar chest, and speaks of its preservative value. The third tells principally of his free trial

offer. The fourth letter discusses cedar chests as gifts. The last letter is a complete and snappy summing up of all the arguments used before. This series always produces good results, though not one of the letters is short, and no attempt is made to be laconic. The point is that they are interesting—therefore they are read—and while the prospect is reading, Mr. French is building up a desire for a cedar chest.

At the other extreme, we can quote one of a series of five letters sent out by a printing concern—letters that brought big results—none longer than the one quoted:

“Dear Sir:

“Everything you send out from your office is either an expense—because it brings back no returns—or an investment—because it brings back orders and money.

“As an investment there is none better than——  
circulars, stationery, catalogs, and printed matter.

“Try them—be convinced.

“Yours for business.”

There is no reason why the writer of the follow-up should be afraid of length, but he should shun dullness as he would the plague. The one thing the letter writer must fear is talking with nothing to say. Brevity is not the one co-efficient of success, else there would be no more successful letters. People do exist who have read all of Gibbon's *Decline and Fall of the Roman Empire*, and even Eugene Sue's *Wandering Jew*, while Mrs. Humphry Ward is one of the Six Best Sellers.

The appearance of the follow-up is the introduction

to the prospect. It must be characterized by the following essentials:

ORDER  
NEATNESS  
ACCURACY  
CAREFULNESS  
CLEANLINESS  
MODESTY  
DIGNITY  
QUALITY  
HARMONY  
ADAPTABILITY

The copy of the letter should show——

ATTENTION  
ENTHUSIASM  
VIRILITY  
FRANKNESS  
SINCERITY  
TRUTHFULNESS  
INTEGRITY  
COURTESY  
FRIENDLINESS  
SERVICE

Establish the rule to have all argument avoid pleading, subserviency, or qualifying statements. Conclusive statements need not be dictatorial; let them simply reflect the



faith the writer has in his business methods and in his product. Every letter should make it apparent that the desire to serve, rather than a hunger for profits, is behind the composition. Bear in mind that the injection of personality into letters is not gained by the constant reiteration of the personal pronouns, "I," "we," "you," "ours," "yours." Virility is not gained by over-emphasis—force does not mean underlining or capitalizing every other word. Dignity is not assertiveness. Friendliness does not mean familiarity. Enthusiasm does not express itself by shouting. It is taken for granted that the prospect is a man of normal intelligence—simple, sincere statements of fact will appeal to him more than megaphoned generalities.

Above all the follow-up letter needs to be frank, truthful, and sincere. Concealment, insincerity, less than the exact truth, cannot drive conviction home. One of the best follow-up campaigns we have seen was absolutely condemned by the final letter, which said:

"250 to 300 solid attention per reader per issue!

"Some advertising medium you would say—and you'd be quite right.

"The average user of the Automobile—spends 40 days on the road touring each season, totaling 6,000 miles. 20 miles an hour is a fair average, making his total attention to the—300 hours per season."

It is scarcely necessary to point out that the prospective advertiser in this publication would immediately begin to wonder if the subscribers were so fascinated with it,

that through all of these 300 hours they drove with the book in one hand while controlling their car with the other.

In preparing any follow-up system there is a certain paradox to be noted—all of the letters should be somewhat alike, yet all should be distinctly different. Very often it pays to repeat a single selling argument again and again, letting the prospect see it from every angle and in every light; building to one climax after another; staying on the trail and never slacking speed or wandering from the subject in a single sentence. But, there is a point of danger in making the letters too much alike—in suggesting too strongly that “this is a follow-up to our follow-up of the other day”—carrying too far an eternal sameness that soon grows wearisome to the recipient. No matter how appealing the copy may be, the prospect’s feelings against a particular style of envelope and letterhead may grow so strong that he will make no attempt to read.

In changing the copy, why not also change the whole appearance of each letter in a series—color, style, shape, design, manner of presentation? The increased results will more than pay added printing expense. The inclusion in each change of some one trade-mark, symbol, design, repeated phrase, is enough to give unity to the whole. Follow-up letters are to be regarded as an advertising effort, and as in all advertising, occasional variety makes for increased interest, even though the house should retain its own distinctive letterhead for

office correspondence. But, in every change, let that change be for something better, if possible, than the last. Keep the letterhead and copy in harmony with the object of that particular letter. Let all speak gently of quality—the expression of a pleasing personality. Cheap paper and poor processing, under certain conditions where bargain prices are the only attraction, may sometimes make immediate sales—they will never be successful where a series of letters is to be used.

Special occasions, timely subjects, or unusual conditions sometimes justify changes that would not otherwise be advisable, as when Christmas and holidays, important national events, or special anniversaries of the house, allow the use of stationery and copy built for that occasion only. As a general rule, however, “stunts” that savor of the bizarre rather than the original and unique should be avoided. They attract attention, it is true, but in the same undesirable sense that a man standing on his head at the corner of a busy street would attract attention—to his own detriment.

Occasionally it is permissible to use a “stunt” for linking the product to be sold with the advertising, such as enclosing or attaching raw material from which a product is made, something used in the making, a by-product, the finished stock, or an illustration of results from using the product. Again, in some cases, a bit of string, a pin, a sliver of wood, a piece of metal or other foreign matter may be used to illustrate in a graphic way the point it is desired to make. As in the series of collection letters

before mentioned where a piece of string was threaded through the letter, attaching the overdue bill, and the copy began:

“Do you remember when you were very young and your good folks sent you to town after something—they were very likely to tie a string around your thumb to make certain you would not forget?”

In another instance two bright, new pennies were attached, one to each side at the bottom of the letter, with the request:

“Won’t you use these two new pennies to pay the postage on your reply to us?”

It will be noticed that in both these cases the “stunt” was a real illustration, an added impetus to action—therefore lacking in the element of absurdity that renders many letters straining after the unusual so ineffective.

If the prospect is interested he will want to know prices, terms, shapes, sizes, colors, weights, quantities, how packed, how shipped—all the important details. But more important still, he wants to know what it will do. As a rule explanations of what it is should only be used to remove doubts that are known to exist—other details, in most instances, can best be handled in well-prepared inserts rather than in the letter. The true function of the letter is to build desire and convince of usefulness. The sales argument that dwells on non-essentials does nothing but distract attention. In the direct advertising of the Burroughs Adding Machine Company there is little talk about the cleverness of the machine, about

the intricate arrangement of cogs and pinions, the hundreds of pieces that make the finished whole. There is rather a constantly reiterated insistence that the time of men is more valuable than any machine, and that in every department of business the machine will save the time of men, and insure more than human accuracy.

It is always a mistake to force the follow-up campaign to the point where the argument is closed, making it impossible to continue the solicitation in further letters. The chief value in the follow-up lies in the fact that the argument is always subject to new effort, but, the close to every letter should offer the opportunity for action; every action on the part of the prospect brings that individual campaign nearer to its close—the actual sale.

Whatever is the intention of the follow-up, whether to close the sale, or to get the prospect to display interest by sending for further information, it should always be made easy for him to comply with a request. Order blanks, postcards that require merely the signature, addressed envelopes, printed mailing cards giving special information by a cross or check, may all be used, and should usually be enclosed with every letter.

Follow the line of least resistance, while suggesting strongly that the request be granted. It is far better to say, "When you sign the enclosed card" than "If you will sign the enclosed card," and better still, "Your name and address is on the enclosed card—just put it in the mail today."

The same element of suggestion enters powerfully

into the closing salutation of a letter. "Sincerely yours" indicates an entirely different attitude than "Yours truly"—"Earnestly yours" means a great deal more than "Yours Respectfully"; almost as outworn and meaningless as the little "Yours very truly" tail tacked on 95% of the letters that are mailed. At the bottom of the letter is a place for summing up all that the letter is meant to mean—use it for that purpose. But, blatancy and the assumption of a sentiment that is not sincere have no more force at the close of a letter than at the beginning or in the body of the message—they are among the forces that tear down business instead of building it.

Follow-up is the most elastic word in the advertiser's vocabulary. Its use is confined to no one business, or class of business. Wherever men seek to communicate with other men for mutual advantage, attempt to dispose of goods, offer service, pave the way for salesmen, build friendship, collect money, gain new customers, or bring old customers into more intimate relations with the house, the follow-up is valuable—one can scarcely point out a single relationship in the business world where it is not, properly used, the cheapest and most efficient line of communication from one man to another.

The same selling sense that will get business by word of mouth will get business through a letter. Know where to sell, what to sell, and letters rightly prepared will answer the question, "how to sell?"

The letter that is sent should have the same characteristics we admire in our friends, or greet pleasantly

in a salesman. It must be clean, well-dressed, and worthy of a friendly reception. It must speak openly, logically, convincingly, and courteously—and it must be able to come back.

The letter is the silent salesman; rightly used the most valuable salesman a house can have. We do not send our salesmen traveling in overalls; we expect to pay their expenses in order that they may leave a good impression for the house. The letter that is worth sending at all—the personal expression of a man high in his own business—is worth mailing under a two-cent stamp—the mark of first-class mail.

At the end of every trail there is an order for the follow-up that finds the trail and follows it, persistently, doggedly, carefully, through each turning and ramification. No two follow-up problems are alike; each trail has its own peculiar modifications, and only advertising instinct, selling sense, and business experience can dictate the particular method to be used in every case.

This, however, may be safely said: in modern business the follow-up letter is the one indispensable adjunct to successful advertising, and standing on its own merits will often snatch success from failure, and get business where no business was before.

Remember that letters are simply meant to tell your story; don't rant, don't preach, don't beg—talk business.





IV

Letter-Enclosures

Edited by GRIDLEY ADAMS



## IV

# Letter-Enclosures

### Letter-Enclosures

FIRST, what is a letter-enclosure?

Unfortunately, the "enclosure" has been belittled and maligned by reason of the fact that few have really studied its possibilities. The average "enclosure" has been looked upon as simply a piece of printed matter that is "stuffed" into an envelope whose original enclosure (letter) is not sufficient in weight to consume the entire ounce which Uncle Sam allows you to mail first-class for two cents. The user of the mails has figured that he was not getting his money's worth from the Government unless he crowded his envelope with sufficient matter to reach the very limit of weight. This is why enclosures have so long been known as "stuffers." And as such they have received only the scant acceptance that the lack of thought and care in their selection and use have seemed to invite.

The "letter-enclosure" is a greatly abused thing. It is a frequent discovery to find as many as six enclosures in a single letter, and it is still more frequent to find 75% of

all enclosures wide of the mark, poorly gotten up, and totally lacking in sales value. The reason for this is that most advertisers figure that a little general publicity is not a bad thing, but they have not stopped to think that this general publicity costs them good money, and that their aim should be to make this money yield the **biggest possible returns**. Surely, if the enclosure is worth putting in the envelope it is then worth spending time, thought, and money on. The main reason why so many concerns have had no better understanding of the value of letter-enclosures, and what they will accomplish, is that they have failed to appreciate the fascinating opportunity for originality, ingenuity, and resourcefulness back of the use of this special medium.

#### **What a "Letter-Enclosure" Is**

A "letter-enclosure" is not an excuse, an afterthought, nor a misfit. On the contrary, it has its rightful, legitimate part to play in the realm of advertising. And as such it merits just as much thought, planning, and care as any piece or phase of advertising. It should be made just as important a factor in getting business as the booklet, the catalog, and the advertisement, the only difference being the method of its circulation.

Naturally, a bulletin of this nature cannot deal with "letter-enclosures" as they may be used in different lines of business. Their use depends entirely upon the time, occasion, and purpose. The agricultural implement manufacturer and the banker have entirely different

problems. What would be good advertising for the one might be poor for the other. And this applies to the subject of "enclosures" just as much as it does to magazine advertising, newspaper advertising, or to catalogs, etc.

To discuss this question of "letter-enclosures" in a broad way, to subdivide it into its important parts, and bring out the good points for and against enclosures, both with form letters and with general correspondence, is the object of this bulletin.

### **Letter-Enclosures that Get the Business**

A great many sales have been made, and just as many lost, through the printed matter enclosed with correspondence. Irrelevant stuffing of the envelope with a mass of "dope" does not tend towards sales results.

If you have good, strong selling letters and are not paying proper attention to the letter-enclosures, or have not the means to produce them, better send the letters out alone than run the chance of spoiling them.

Very often a strong sales-letter is weakened by a poor enclosure. *Vice versa*, a mediocre sales-letter is frequently strengthened to the result-getting point just by a clever enclosure.

The closing of the sale is the crucial point. If your letter brings the prospect to that point and the enclosure is weak, it leaves too great a burden upon the letter and the result is very often failure. On the other hand, at this crucial point, the "letter-enclosure" can do effective work

if it is properly arranged and conceived to fit into the selling plan.

In the matter of letter-enclosures, you have almost a limitless selection from which to choose, such as will best serve your business purposes. Indeed, the preparation of unique and fetching letter-enclosures forms one of the most important branches of advertising.

Nothing makes a business letter so effective as a clever letter-enclosure. You just cannot avoid giving consideration to a letter with which is enclosed a beautiful three-color process blotter, showing an artistic girl study, or an effective landscape. You throw some letters away unread if they have a form look to them. Of course, that often represents as great an injustice to your own business as to the house whose appeal you thus squelched; but you justify your act because you are busy. The properly put letter which also contains an attractive enclosure, is sure to get double attention and it will be read if it is really worth the reading. Then, after the letter is thrown away, or filed, or forgotten, that bright and pleasing blotter with its message from the advertiser stays on the top of your desk, right under your eye and handled by you almost every minute that your pen is busy. Consciously, or otherwise, you read its appeal for business over and over many times during the month.

It is not possible to figure out such results from so little added expense by any other plan. The letter-enclosure has no competitor for making business appeal by letter

effective. It virtually insures your letter receiving attention.

The very persistence in variety with which your letters carry acceptable enclosures affords unique opportunity for making each letter a sales ambassador for opening up better trade relations.

In letter-enclosure advertising there is no waste circulation, as they go to the very individuals that the advertiser desires to reach. This is publicity sharp-shooting. 1000 shots hit 1000 people—or very near it.

### **Booklets**

The booklet has been a big favorite amongst leading advertisers for very many years, and, if anything, is more firmly established in the ranks of publicity users today than at any previous period.

In recent years a recognition of the fact that one booklet in the hands of a prospective buyer is worth more than a thousand in the waste-paper basket has resulted in a combined effort on the part of the designer, the copy-writer, and the printer to produce brochures that by reason of genuine attractiveness will live.

Many of the books issued today reach a particularly high level of excellence, but notwithstanding the rapid progress made in recent years, thousands of weak productions, poorly clad, ugly in design, typographically repulsive to the man with an eye for pleasing effects, and badly edited, are turned out of printing shops every day. Sooner or later, a big percentage of these pass un-

read into the ever-willing embrace of the waste-paper basket.

The successful booklet must be dressed in a garb that, by reason of its artistic appearance, distinctive design, and harmonious coloring, will satisfy the critical eye. The cover should receive special care and attention, for it is here that the first impression is formed. If the cover pleases, the inside will certainly be inspected, too. Do not make the mistake, however, of spending extra money on the outside, and then trying to get it back from the interior of the booklet. Over and over again, a train of favorable thought has been started by a beautiful outer design, only to be destroyed by the first glance at the inside pages. It is just as much a waste of time and money to put expensive and artistic covers on shoddy pamphlets as it is to put a high-grade pictorial accompaniment to a badly-written argument in press advertisements.

Make the inside pages worthy of the cover.

Do not spare the number of pages in the endeavor to crowd too much matter into the space, or, as is so often the case, to save postage. Short paragraphs in a type that is distinctive and easily readable, deep white space margins, and not too much matter on a page are success-bringing assistants that lend valuable support to the contributions of artists and writers. I know nothing better calculated to drive away the eye than a page of closely set six or eight point type matter; and it must be remembered that, when the eye takes its departure the ear leaves also.



You know the effect a long, straight road has when you are walking, cycling, or driving. You look ahead, and see no signs of the end, or even a turning, and the task before you looks prodigious. Take a winding path, with turnings at frequent intervals, and you find the road easy to travel. So it is with the booklet. At one swift glance the eye sees a short or long journey through the page. If the road is long the reader will grow weary, and in the case of advertising literature, he will most probably abandon or postpone the trip; but if the eye can see a quick passage through the page it will not worry about the number of turnings ahead, but go steadily on.

To break the monotony of the type matter, illustrate the booklet freely. If properly prepared, the pictorial matter will contain persuasive arguments, too, and will not only make the reading of the brochure easier, but will lend additional weight of no mean importance to the argument.

There are some businesses in which the use of booklets is of far greater value than others. In the sale of pianos, motor cars, artistic furniture, jewelry, art-ware of all descriptions, in holiday resort publicity, and other appeals to the imagination, the well-edited booklet is of immense value to the advertiser.

It must be remembered that prior to the arrival of the advertising brochure in the office or the home, other advertisements have usually "gripped" the interest, and the booklet that is to continue the story and carry the transaction to a triumphant issue has been specially

written for, and is, therefore, to a greater or lesser degree, eagerly awaited. In these circumstances, it is of supreme importance that the interest already aroused should be developed, but this can only be done by using pamphlets embodying the very best work of the artist, the writer, and the printer. If the booklet is of that unconvincing type, so frequently used, it will have a retrogressive rather than a progressive effect on the aim in view.

It is far better not to use booklets at all if you cannot make up your mind to produce something that will more than hold its own with the carefully prepared creations of your competitors—something that will add force to the other publicity methods already in use.

The mail bags contain such enormous quantities of advertising literature nowadays that your work must be very much out of the ordinary if it is to serve any good purpose.

When a brochure reaches its destination, the recipient knows that you have not placed a literary feast in front of him, but have sent a business representative to talk to him in his own home. Nevertheless, if the salesman is well dressed and able to talk interestingly, he will be well received, and the prospective customer will listen patiently to all he has to say.

### **Illustrated Leaflets**

These may describe the object or product in the letter or illustrate and describe an entirely different product or line of goods from that covered in the letter.

### Form Letters

It is not true that form letters are written for purposes of deception. They are letters, and as such are deserving of the closest attention, both on the sending and on the receiving end. The prejudice against receiving form letters is fast disappearing, for no matter whether it is a personal letter or one of thousands, it really makes no difference so long as the writer has something to say that will interest you.

It generally takes a long letter to sell anything, but whether your letters sell or not depends on how you secure and hold the reader's attention. You must get him in the first line. Many letter writers have found it difficult to express themselves briefly until after they have learned to express themselves fully. Therefore it is oftentimes wise to write a letter at great length, putting down every point in your selling talk in sequence, and then boiling it all down to the plain, pertinent, and interesting facts.

A mistake frequently made with follow-up letters, folders, etc., is that they get weaker as additions are made to the series. The strongest arguments are used up in the early efforts and the succeeding communications are very wordy, but not very informative, and altogether lacking in strength. I never have been able to see any advantage in continuing follow-up work beyond the time when the "talking points" are used up. Knowing when to "pull up" is a very important factor in this branch of advertising. It is a mistake to send too many

letters or to mail too much literature, particularly in cases where the buyers can reasonably be expected to decide quickly. If you are selling motor cars, pianos, or other high-priced lines, six or twelve months may not be too long to keep up the effort to bring about a retail sale; but where inquiries for goods of that kind are concerned, it is not necessary to bombard the writer quite so frequently. Lengthy deliberation must be expected, and the follow-up work should aim to help the prospective buyer, to give him useful facts that will assist him in arriving at a decision, but not unduly hurry him.

I consider the contents of the letter of more importance than the question of whether it is printed or typewritten. Hard facts of a clear and convincing order will make the necessary impression quite as easily in the one form as the other. There is something in the idea that the personal letter is more likely to be read, but that does not help much in cases where the talk is weak.

I do not believe it pays to send a letter without the name filled-in. Statistics which cannot be disputed prove that a form letter with the name and salutation filled-in has a greater pulling power than one which bears no filled-in heading.

You who receive letters know that this is not idle talk. Any letter that is carefully composed, carefully printed, and well filled-in is going to get more attention, and get it a great deal quicker than one which simply starts out with some such heading as "Dear Sir," or "Dear Friend."

You are not deceiving your man by filling-in, but you are showing him some little personal attention.

Take particular care with the filling-in of your letters to match both the type and color of the ribbon. Do this not so much with the intent or expectation of deceiving the recipient into thinking it is a personal letter, but, because I believe it is due any man who is asked to read one of your letters that it be presented to him in a form as attractive as possible.

Before a man will spend his good money for your goods, you must carry him through successive steps of attraction, interest, desire, and action. Practically all of these, except the first named, can be put up to the copy.

Analyze the "copy" for your enclosure. Is there anything in it designed to hold the interest of the recipient? Is there anything in it to make him yearn for your goods or your service? Is there anything in it to make him act, to make him sign his name, or at least express his interest in some way or other? If the copy for your enclosure does not measure up to these standards it is not good advertising, and therefore it is not good selling. A number of advertisers who spend \$50.00 on an "enclosure" want to be sure they are getting every cent's worth out of the space, and thereby they kill the sales value of the enclosure. By getting away from this idea and by curtailing their copy to a reasonable limitation they will have more white space, better display, and a few points well brought out, which are better than many points lost in a confusion of words and meaningless phrases.

The illustration is just as necessary in a letter-enclosure as it is in a regular catalog, and it must conform to the same principles. It must have action and human interest in it. A mere picture of a machine conveys little interest, and it does not attract attention unless the recipient has already decided to invest. But picture with his machine a human being actually operating it and using it, and you have the necessary power of attraction and human interest.

### **Folders**

A folder brings results in direct ratio to its original or striking lines of make-up. The ordinary, stereotyped, poorly-printed, poorly designed folder is absolutely of no value, and simply represents an expense to the advertiser.

The outside of the folder is most important. Be sure of always securing a design that will invite the reader to look inside. Employ a catch-line that applies to your proposition, and yet shows the receiver that the offer inside is one that means money in his pocket to investigate.

Sometimes attention may best be secured by arousing curiosity. For example, a folder that produced the greatest number of inquiries within the experience of the manufacturing druggist who issued it, had as its outside title the words, "Why did you study Pharmacy?"

Many times a folder is read and kept because it contains some suggestions to the recipient for advertising his own business. He keeps it on his desk until he has thoroughly

\$75



## Junior Multigraph Equipment for Typewriting and Printing

The equipment is designed particularly for Post-Office, Educational and business General Typewriting and printing work in rapid and efficient manner. It is compact, and is so built that the operator can adjust and maintain it with ease.



\$100

The Multigraph Junior equipped for line type-setting.

**T**HIS little machine is the composing-half of Junior Multigraph equipment.

It is a gravity typesetter composed of three banks, each containing forty-two columns of type. The upper bank contains figures and special characters, the middle bank capital letters, and the lower bank small letters.

The type can be rapidly removed from the bottom of the columns and slid into the channels of the printing drum by the use of a light tubular composing fork.

Each column is plainly marked, and it is but a matter of a brief practice for the operator to attain a high speed. Distributing is equally easy, the distributing bars returning the type, one by one, to the top of the proper column.

With the Flexo-Typesetter it is possible to set a large supply of type in different faces, giving the widest scope for variety in typewriting and printing.

The typesetter is light and can be readily moved to wherever most convenient to use.

## MULTIGRAPH JUNIOR

Particulars of the Multigraph Junior have the printer within easy range of reading in the machine of full machine price advantage, when applied on larger and higher priced Multigraph printing equipment. It is also possible to get Multigraph efficiency of printing and setting to use at small cost, and here we see Multigraph equipment which has a broader application and has a better general printing equipment.



\$175

The Multigraph Junior applied to line type-setting, and the Flexo-Typesetter.

When used with appropriate type, the printer offers an ideal equipment. It is designed to be used with any of our type-cases, and is also available in a smaller size for use in smaller type-cases. It is also available in a smaller size for use in smaller type-cases. It is also available in a smaller size for use in smaller type-cases.

The American Multigraph S. 4th St. & 8th Ave. Chicago 20, South Dakota.

The Multigraph Junior is a machine that the regular does the regular printing.



Sample of a letter enclosure with several folds, treating at some length of the specific advantages of the product.

## TRIPS THROUGH THE TROPICS

BAHAMAS  
CUBA  
AND  
MEXICO

SAFE VOYAGE STEAMSHIP COMPANY

General Office: • • • Pier 1144, East River, New York

THESE are outlined to show the diversified opportunities for travel offered by this Line. Their routes reach the most beautiful as well as healthful resorts of the tropics. These tours combine a delightful sea-trip, with its exhilarating restfulness, and railroad journeys through a beautiful section of Cuba and Mexico.

### From New York

- Tour 1—Fare, \$85.50**  
From New York by Safe Line steamer to Nassau, Bahamas; Nassau to Havana, Cuba; returning direct from Havana to New York.
- Tour 2—Fare, \$85.50**  
From New York by Safe Line Steamer to Havana, Cuba; returning Havana to Nassau, Bahamas; Nassau to New York.
- Tour 3—Fare, \$126.25**  
From New York by Safe Line steamer to Nassau; Nassau to Havana; Havana to Vera Cruz, Cuba; including call at Progreso, Mexico; Vera Cruz to Mexico City; returning Mexico City to Vera Cruz; Vera Cruz to New York; and including call at Progreso, Mexico and Havana, Cuba.
- Tour 4—Fare, \$126.25**  
From New York by Safe Line steamer to Nassau; Nassau to Tampico, Mexico; Mexican Central Railway Mexico City to Mexico City; Vera Cruz to Vera Cruz; Vera Cruz to New York; and including call at Progreso, Mexico, and Havana, Cuba.

### From Nassau

- Tour 5—Fare, \$95**  
From Nassau by Safe Line steamer to Tampico, Mexico; by rail to Mexico City; Mexico City to Vera Cruz; Safe Line Vera Cruz to Havana; Havana to Nassau.
- Tour 6—Fare, \$50**  
From Nassau by Safe Line steamer to Tampico, returning from Tampico direct by Safe Line steamer to Nassau.
- Tour 7—Fare, \$50**  
From Nassau by Safe Line steamer to Havana, Cuba, and railway return portion of hotel for this tour must be paid within two weeks of date of sale and will be on board.

Excise for this tour will be on sale only during commencement of special service between Nassau and Havana.

We offer other tours, a lot of which can be had for the asking. If you find what you want in the general tour, please give us a chance to prove it, and we will gladly supply you with a list that at least will be pleasing.

### SAFE VOYAGE STEAMSHIP COMPANY

General Office, Pier 1144, East River, New York  
BRANCH OFFICES:—1311 Broadway, New York; 409 North Lane, Chicago; 141 Seventh Street, Washington; 44 Third Street, Boston; 108 North Street, Philadelphia.

An illustration of a purely typographical sales enclosure. Original printed in two colors.

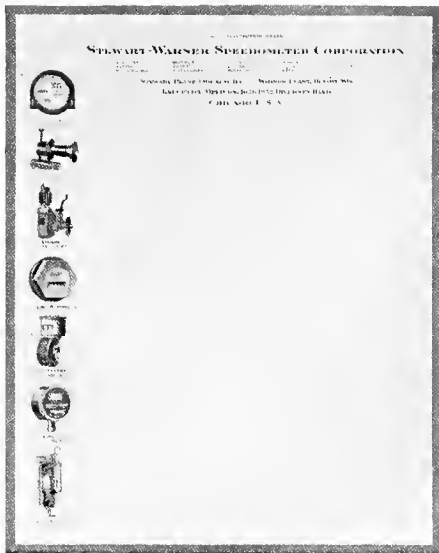


Fig. 1—Sample of illustrated letter-head, showing the various products manufactured by a company. (Courtesy of Stewart-Warner Speedometer Corporation, Chicago.)

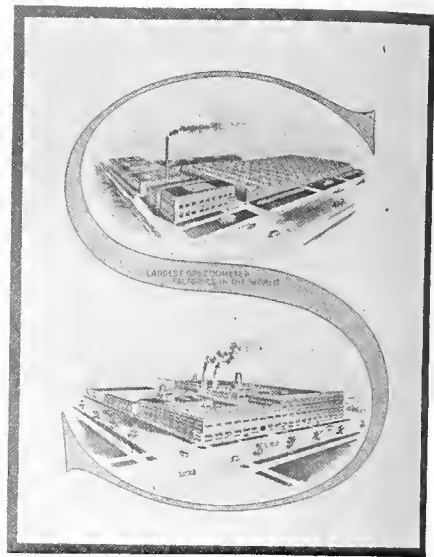


Fig. 2—Sample showing how one concern utilizes the reverse side of their letter-head by illustrating their manufacturing plant. (Courtesy of Stewart-Warner Speedometer Corporation, Chicago.)



Fig. 3—Sample of illustrated letter-head, single sheet. (Courtesy of Magill-Weinsheimer Co., Chicago.)

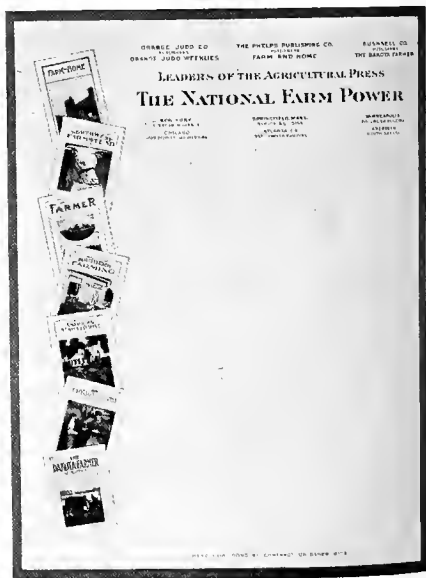


Fig. 4—Sample of a letter-head, single sheet, showing various publications controlled by a single company. (Courtesy of Orange Judd Co., Chicago.)



digested the message, and then oftentimes places it in his own "idea" file for future reference.

The first impression does the business, and throws the switch either towards the main track of favor, or on the short "siding" which ends in the waste basket.

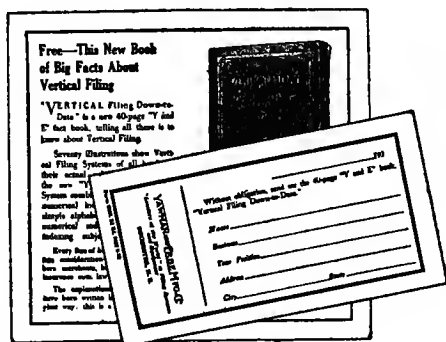
The inside of the folder must be full of meat. Just remember that while your **whole** story is very brief to you, yet it's a long, long, and usually uninteresting tale to the prospect. Therefore, the briefer you can make it, and yet tell **convincingly** of one or two advantages of your product or plan, the greater your results by a hundredfold.

Some folders are so designed and die-cut that the address on the outgoing folder (without an envelope) becomes the signature on the return card which the receiver has simply to tear off and mail.

A great many enclosures fold once. Some of them fold twice, and we occasionally find a great number of folds. A very effective size and style for an enclosure is one which folds over the second time but partially. This leaves the upper portion of the second fold for attractive display, and affords some room for copy and unique arrangement. The folder opposite is folded this way.

As mentioned under "Illustrated Leaflets," the folder very often advertises an entirely different article than that treated of in the letter it accompanies. To write in one letter about more than one product is to invite delay, confusion, and uncertainty. But the same train of thought does not follow when the letter concentrates

upon one proposition or product, although the enclosure covers something entirely different. (An illustration of how this sometimes works is mentioned under "Illustrated Letters.")



*Sample of a folder provided with coupon blank for making request for catalog. (Courtesy of Yawman & Erbe, Rochester.)*

Vary your enclosures as much as possible, particularly in your frequent correspondence to the trade. By avoiding repetition, and keeping systematically at covering your entire line, you are bound to get results from a large majority of dealers and prospects.

### Illustrated Letters

Every business man is a child when it comes to studying advertising matter. He likes pictures and original ideas. He doesn't care to read through a long and uninteresting letter. And if the letter is short it doesn't tell the story. The quickest and surest way to interest a buyer and make

your proposition clear to him is to tell him about it by means of pictures and short descriptions.

A form letter having at the head a good illustration bearing on your subject is one way of doing this. This method is not applicable to all propositions, but in a great majority of cases it can be used to a very strong advantage.

The same rules apply to this method as to folders—your illustrations must be attractive, modern, and interest-compelling. They should be something that will create a receptive mood in the prospect or suggest the idea of the mailing.

In Fig. 4 is shown a sample of illustrated letterhead, single sheet.

Also in Fig. 2 a sample showing how some concerns make use of the reverse side of the first sheet of their correspondence, by illustrating their manufacturing plants.

The upper left-hand illustration Fig. 1 shows one method of illustrating a concern's various products. One large house, shortly after adopting a similar letterhead, received an inquiry from a concern, to whom they had been selling goods for eight years, asking about a line of goods which they did not know the house manufactured until they saw it illustrated on the letterhead.

This same house received hundreds of inquiries concerning a certain product before a line about it had ever been put in type, and they traced these inquiries to the fact that this product had been included in the illustrations on their latest lot of letterheads.

**Blotters**

A blotter is universally useful as few possessions are—in every place of business, in every home, among every class of people, and to every individual of every class.

The top side may be printed with a straight publicity advertisement.

Or, it may bear the announcement of a special sale, or attraction.

Or, the printing may be a sales-bulletin, set two columns newspaper style. (See Fig. 6.)

Or, a calendar of the current month on a blotter puts that blotter in constant demand for thirty or thirty-one days. If it bears a picture, then it may be retained months longer simply for the sake of the picture. (See Fig. 5.)

Regular stock lithographed blotters may be used, upon which an announcement may be printed, or simply imprinting them with your name and address.

**Poster Stamps**

This craze is spreading all over Europe, and soon it will surpass the illustrated postcard in popularity. People are making collections of them. Some concerns are furnishing scrap books designed especially for poster stamp collections. Such letters as are received with these poster stamps affixed to them will get extra attention in order to secure the poster stamps (originals as well as duplicates for trading purposes), which means that much

# Bank News

Largest Circulation of Any Bank Paper in the World

Vol. 1 SEPTEMBER 11, 1914 No. 14



At least a portion of the income which financial institutions will have to pay on their deposits will be levied on savings banks.

**South American Buyers Coming to U. S.**  
Within a few days of the opening of the Exposition at St. Louis, Mo., a large number of the most important buyers in the world are expected to visit the United States. It is estimated that the total number of foreign buyers who will visit the Exposition will be about 100,000. Many of these buyers are expected to visit the United States in order to buy goods.

**War Having No Effect on Construction**  
So far as it has been possible to determine, the construction of buildings in the United States is not being affected by the war. In fact, there has been a considerable increase in the number of buildings under construction in the United States. This is due to the fact that the war has created a demand for many of the materials used in construction.

**Owen T. Reaves to be President of the Overseas National Bank, Chicago**

Owen T. Reaves, a national bank executive for the past several years, has resigned to become president of the Overseas National Bank. It is reported that the bank will be incorporated in the United States and will have its headquarters in Chicago. Reaves was formerly president of the First National Bank of Chicago.

**Illinois Will Hold \$10,000,000 Worth Bonds of 1915**

Illinois will hold \$10,000,000 worth of bonds of 1915. The bonds will be sold in the month of October next.

**DeLahogue Expected to Receive Award of Order of the South Atlantic**

DeLahogue is expected to receive the Order of the South Atlantic. He is a member of the United States Army and has served in the Philippines.

**A. M. Rode Wins Promotion**

A. M. Rode has been promoted to the position of vice president of the First National Bank of Chicago. He has been in the bank for many years and has served in various positions.

**Pay For Itself in Less Than a Year**

The Old National Bank of Chicago is expected to pay for itself in less than a year. This is due to the fact that the bank has a large number of deposits and a high rate of interest.

**Notice—Bank News Continued**

Bank News continues on page 15. The war has had a great effect on the banking industry. Many banks are expected to fail in the next few years.

**Published by Burroughs Adding Machine Co., Detroit, Michigan**

**Published by Burroughs Adding Machine Co., Detroit, Michigan**

**Published by Burroughs Adding Machine Co., Detroit, Michigan**

TELEPHONE  
W 4364

## THANK YOU

We appreciate this order which it is hoped has been filled to your liking and will lead to future business relations between us.

MODERN PRINTING AND BINDING EQUIPMENT UP TO THE MINUTE

McDONALD  
LEDGER AND LOOSELEAF COMPANY  
638 FEDERAL ST. CHICAGO

Fig. 12—Sample of a slip that accompanies a receipt bill.

Fig. 6—Sample of a blotter used as a bulletin and newspaper, or house organ. (Courtesy of Burroughs Adding Machine Co., Detroit.)



Fig. 7—Samples of poster stamps. (Courtesy of North German Lloyd S. S. Co., New York; Globe-Wernicke Co., Cincinnati; National Acme Mfg. Co., Cleveland, and the Fibreloid Co., New York.)

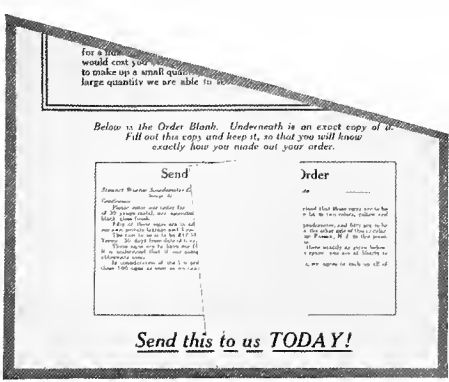


Fig. 9—Sample of an order blank attached over a copy of the same blank so that the one who sends the blank can retain an exact copy. "Copy" thus remains intact with the circular.

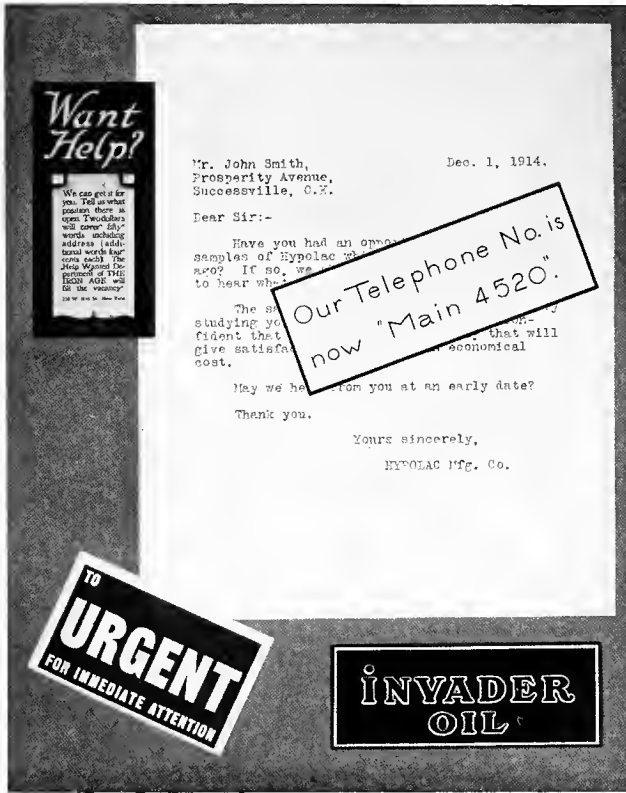


Fig. 8—Samples of pasters. The one on the letter shows the method followed in attaching these at one side of the typewritten matter, so that it covers over part of the reading and must be raised or detached in order to read the letter.

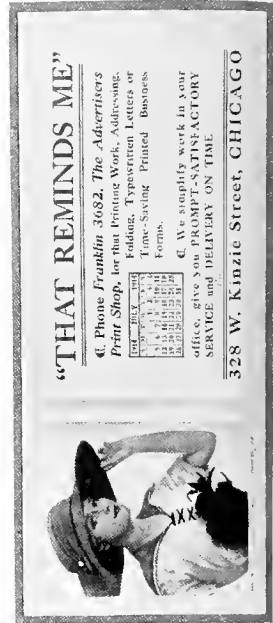


Fig. 5—Sample of a Pictorial blotter which also has the advantage of a calendar. (Courtesy of E. E. Whittemore Co., Chicago.)

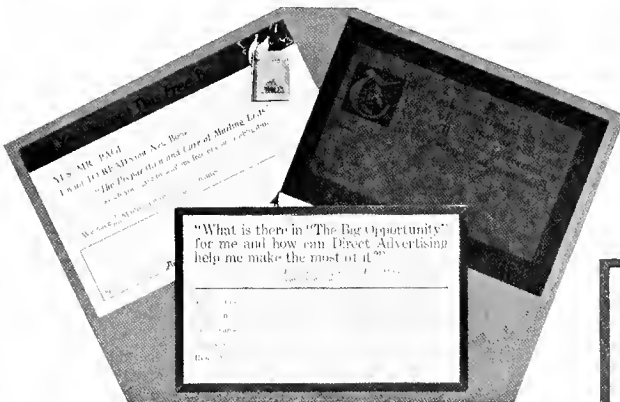


Fig. 10—Samples of post-cards, showing how attractiveness invites reply. (Courtesy of Addressograph Co., Chicago; Kalkhoff Co., New York, and The Curtis Co., Detroit.)

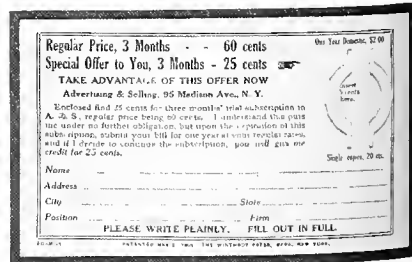
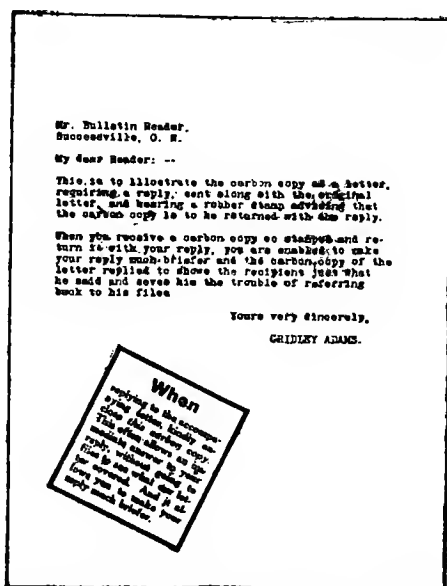


Fig. 11—Sample of coin card which includes a blank for ordering.

general publicity will be given to such houses and their products. See Fig. 7.

## Calendars

Calendars are business cards which by the strategy of sheer merit are able to penetrate into the commercial



*Showing a carbon copy of a letter which is rubber stamped with the instructions and then sent along with the letter. Read the letter for full particulars.*

and domestic privacy of even the most cold and unresponsive prospect or customer, and by the gentle art of suggestion familiarize him with the advertiser, his goods, and his service.

### Pasters

These are small slips of varying sizes, gummed at one end, and are to be affixed to the face of a letter, so that it laps over the writing. In order to read the letter this paster must be lifted up, or torn off. The mere fact of



*Sample of paster for use either on the face of a letter or back of an envelope.*

its being **over** the letter proper gives it exceptional prominence; in fact, it is the first thing noticed when the letter is unfolded to be read.

While these slips may be printed or typewritten, still one effective way is to have them printed from a facsimile handwritten plate. This gives them the appearance of a "last word"—a thought later than the writing of the letter—the added advantage being the personal touch of the handwriting.

The matter on them should be brief, terse, to the point. (See Fig. 8.)

### Price Lists; Discount Sheets

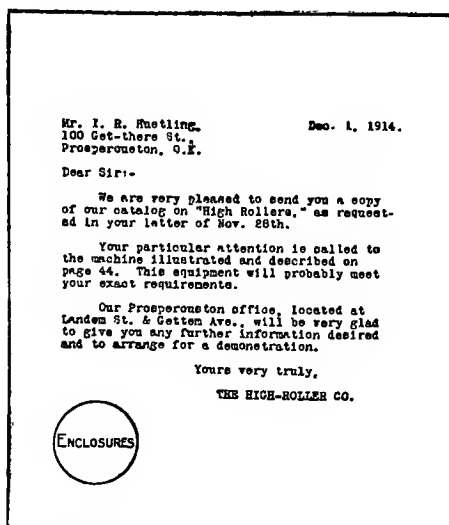
These admit publication of prices without making



them public generally. They also allow territorial prices. The discount sheets are mailed as prices change—the one price-list being permanent.

### Announcements

These may be of latest models, or products or changes in prices, etc.



*Showing a small sticker which bears the word "enclosures" and which is to be attached to the bottom of a letter so as to draw attention to the mail clerk that enclosures are to be included.*

### Testimonial Letters

A good form of sales enclosure is the testimonial. The recipient of your letter may be passing through the necessary buying stages. He may be pretty well con-

vinced that he wants your goods. But the question arises, "Who else is using them and what satisfaction is being gotten?" Whenever that question arises if you have no testimonials enclosed, the man closes the matter with doubt in his mind. Why not guard against that occurrence by seeing that proper, up-to-date, and well-known testimonials are enclosed, telling their story of varying uses of your goods, varied experiences, but all of them in notes of praise.

### **Certificates; Imitation Stock Coupons; Novelties; Memorandum Books**

Such things as these are often used effectively as enclosures with sales-letters.

### **Samples of Cloth; Paint-Films; Color Prints; Color Schemes**

These can often be enclosed in letters to advantage. They have the power to make sales for your goods and for your letters.

### **Blue Prints; Photographs**

Sometimes an ordinary photograph, or blue print from a tracing, may carry such a touch of homely truth as to be the best possible "closer" in a sales-letter argument.

Then there are book marks; memorandum books; silicate memorandum cards; sample cases; court plaster cases; typewriting erasers; shields; 6-inch rules with

various systems of measurement, such as inches, meters, picas, etc.; baseball and other game scores, and nameless little specialties entirely apart from strictly printed matter, far too prolific to specify. It is this very range of appeal from humor to usefulness and from mystery to beauty, that endows the advertising letter-enclosure with its power to get attention and cultivate friendly relations.

### **Enclosures to Dealers**

Dealers should receive such enclosures as booklets, folders, leaflets, and the like, in a way that will impress them with the value it will be to them to enclose **your** advertising matter imprinted with their name as dealers, etc., in all letters which **they** send out.

### **“Come-Back” Enclosures**

In the foregoing, I have touched upon the main points in connection with sales enclosures. But there is another kind of enclosure which is highly important and which is very often neglected and overlooked. I refer to what is known as the “come-back” enclosure. This is an enclosure which may take the form of an order blank, or a return postcard, or an addressed return envelope, either stamped, or of the C. O. D. variety.

Analyzing several hundred direct-mail campaigns, it has been discovered that a large percentage of these campaigns which are said by their instigators to have been non-productive, might have been successful by the intelligent use of a “Come-Back” enclosure.

To illustrate a special case, I have in mind a retail seed house on the Pacific Coast. A highly successful direct-mail campaign was put over, and its success can be attributed first of all to the intelligent enclosure. Of course, the proposition was right, the mailing list was good, and the letter was so neatly filled-in that it could not be detected from a personally typewritten letter. However, the big point in favor of this campaign was simply this. The letter, which was sent to housewives, offered to give the recipient several packages of seeds free, provided she (the recipient) would fill in on an enclosed blank the names of five of her lady friends, who had definitely decided to plan Spring Gardens.

The campaign was a big success, and in addition to getting direct business, the Company received as a result of this letter the names and addresses of hundreds of the finest possible prospects for its seeds. Of course, the women who received the seeds and liked them, were good boosters for the seeds. This Company mainly by the use of this enclosure, was enabled to place hundreds of influential housewives on its payroll.

One of the great exclusive calendar houses of the country, in devising a plan of distribution for a handsome calendar, got up a form as follows:

“We have obtained the exclusive use in our city of an exceptionally beautiful calendar subject, entitled — the original of which was painted by one of the most talented artists in America —. The reproduction itself is the work of — & Co., who have brought the photocolour

process of reproducing high art paintings to the highest point in America today.

“The calendars are far too valuable to be entrusted to the mails, and so we are holding one for you at our office. The presentation of this card will entitle you to it.”

This personal message printed in good style on a fine bristol card-board, personally addressed to each of the

18 Main Street,      BLANKVILLE, O.

**THE NATIONAL UMBRELLA CO.**

We will give you absolutely free, a new silk case for your umbrella. Use the return side of this post-card and mail to us today. When we hear from you, we will send you and your friends a copy of our handsome catalogue, showing the 'last word' designing in umbrellas, parasols and canes.

**HERE'S YOUR CHANCE**

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\_\_\_\_\_ 191\_\_

Gentlemen.      Your kind offer to send me a silk umbrella wrapper without charge, is hereby accepted, in return for which I give you four names and addresses of my friends.

(Names)      (Address)

Yours truly,

\_\_\_\_\_      Name \_\_\_\_\_

\_\_\_\_\_      Address \_\_\_\_\_

\_\_\_\_\_      \_\_\_\_\_

\_\_\_\_\_      \_\_\_\_\_

Sample of a "come-back" enclosure.

thousands of desirable prospects, brought personal responses from a very large proportion of them. Every person who called for the calendar evinced his particular interest in this souvenir and in the house offering it. Those who did not evince interest in the house did not

receive the calendar. There was no waste whatever, and the use of this medium was productive of very good results. A similar scheme of distribution might be ineffectual in a line of business radically unlike the one cited, but scores of other equally efficient plans might easily be devised for any line of business.

### **Order Blanks**

An order blank should be used in many cases. Mail-order propositions where catalogs are sent, lose much of their effectiveness if the order blank is absent.

In some cases, perhaps, the order blank has a tendency to antagonize the recipient of the letter, because the moment he sees it he argues that the sender is trying to put something over on him, and he throws the blank with the letter into the waste basket.

Generally speaking, it is advisable to accompany the last follow-up letter with an order blank, having first obtained the recipient's favorable attention and having created interest in him by means of one or two follow-up letters which have not had enclosures. In this case the other blank acts like the order blank in the pocket of a salesman—it is not produced until the sale has been made in the mind of the prospect. It therefore appears at the psychological time to be properly accepted and acted upon.

Many people like to keep a record of all goods they order—particularly is this true of dealers. And owing to misunderstandings and disputes which may arise after

goods have been shipped on an order given upon a printed order blank, where cash is not sent with order, it is most advisable that concerns prepare a double order blank—an original and a duplicate, the latter to be retained by the sender. In Fig. 9 is shown a sample of how the duplicate copy was a part of the circular, and remained so—the original being pasted over the copy, to be detached when filled out ready for sending. Such a plan was found necessary by the concern using it, by reason of a previous similar proposition, where the goods were not furnished for sixty to ninety days after ordering, when a large number of dealers repudiated their orders, because they had forgotten having sent them.

### **Return Post-Cards and Return Envelopes**

In spite of the fact that there is a great deal of difference in opinion as to whether or not they are advisable, return post-cards and envelopes are not the less a very effective means of obtaining direct results from mail advertising. Anything that can be done to lessen the work tends to increase the percentage of returns. We have seen a number of otherwise good campaigns fail, by reason of the fact that there was nothing in the letter to enable the recipient conveniently to reply, or order. (See examples in Fig. 10.)

It is the experience of some advertisers, that the return card or envelope should always be stamped by the company sending it out. Other advertisers are equally strong

in their belief that stamped cards have little value over unstamped cards.

It is largely a matter of what the proposition is—some propositions should consider nothing but stamped cards or envelopes.

### **Coin Card**

A coin card (Fig. 11) is one of the best mail trade winners.

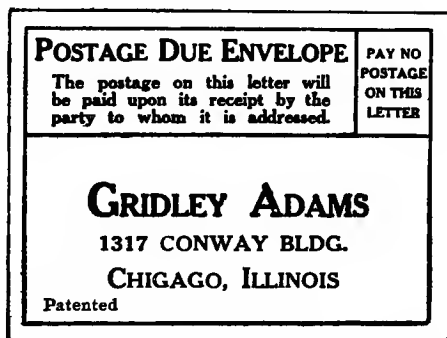
### **C. O. D. Envelopes**

There is on the market what is known as a Postage C. O. D. envelope. The recipient of a letter with which is enclosed one of these C. O. D. envelopes makes his reply in this envelope without affixing any stamps to it. The postage is paid by the receiver, who is the one most anxious to get the reply, and therefore willing to pay the postage on every such reply he **receives**. The Post Office Department requires double rates, or four cents a letter, on every one mailed without any postage affixed. But any advertiser is more willing to pay four cents for an actual reply than to send out, say 1000 addressed stamped envelopes (costing \$20.00 postage) and then get back perhaps only 200 replies, which means his 200 replies have cost him ten cents postage on each reply.

Some large advertisers have found that the percentage of replies, when the postage is prepaid, is about three times as great as when it is not. The rank and file of people are not disposed to go to any great end to oblige an advertiser with information requested, and still less



disposed to take on an expense even though it is the insignificant amount of one cent only. There is no precise provision in the Postal Rules and Regulations for the carrying of a C. O. D. envelope, *so-called*. But the Postal Rules and Regulations do provide that where a *sealed letter* is mailed *without any postage*, and not bearing the name of the sender, then the party to whom the letter is addressed will be notified and asked to send the necessary postage that the letter may be forwarded.



*Showing sample of Postage Due envelope.*

### Letter-Enclosures for Credit Departments

The credit man has begun to find out that the use of letter-enclosures, souvenirs, etc., assist him immeasurably in making collections, just as they assist business men in increasing business. Nothing relieves the monotony of humdrum collection letters like a little gift article, blotter, or illustrated card thrown in to express interest, good will, and fellowship, or appreciation for the remittance which is expected to follow promptly. It puts the collection department in a new relation to the debtor—it invests the credit man with actual human interest and

makes him out to be a real good fellow after all, instead of the cold-blooded machine man, who the customer is apt to feel that the mailer of invoices and the dictator of reminder and dunning appeals must be. The result is easier collections and an increasing volume of prompt liquidations. And this is the way it has worked out in practice.

Says one successful Chicago manufacturer: "It is a funny thing, but the novelty collects nine out of every ten of my old accounts. I don't know whether these people feel ashamed of themselves upon receipt of a gift or little pictorial remembrance of this kind, or whether they think that I still have some confidence in them. Anyway, it gets the money for me."

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# Making Collections by Mail

Edited by T. J. WRIGHT



## Making Collections by Mail

### Making Collections by Mail

MERCHANDISING, manufacturing, the selling of goods, and service, are all means to an end—and that end is to get the money. An effective collection department is, therefore, quite as indispensable to success in business as is a vigorous sales organization. Effectiveness in making collections does not consist wholly in securing payment. While the primary function of the collector is to get the money, the ways and means of doing it must be carefully considered. The tree that bears the fruit must not be damaged in gathering the crop.

There exists between the debtor and creditor a bond of mutual interest and obligation which works to the advantage of both, if faithfully observed and respected. You should insist courteously, kindly, but none the less firmly, not only upon payment of your accounts, but upon *payment when due*.

Laxity of requirement begets laxity in performance. Once let the trade get the idea that your terms are more or less elastic—that it is all right so long as you know they

are good and will pay some time—and you will soon have a prize lot of slow accounts on your books. Because they find you easy they will pay your more insistent competitor and let you wait. Can you blame them? Such practice, of course, does not square with the ethics of business, but is there not, after all, something exceedingly human about it?

You cannot afford to get the reputation of being an indifferent collector. Not only does it work to your own disadvantage but it encourages the customer in his delinquency. Educate your customers to realize the importance of complying with your terms of payment. Let it be understood that "30 days" means payment in 30 days; that "2 per cent. cash 10 days" means just what it says and that no discount will be allowed after the expiration of the time stated.

Unless you buy for cash and take the cash discount, you place both yourself and your customer at a disadvantage with respect to competition. You can offer as liberal terms of credit as your capital permits, but the money must come back on schedule according to those terms or you can't keep on paying cash. Then you lose not only the discount but the ability to buy at bottom prices, which only the cash buyer can command.

Discounts for cash are simply premiums offered for prompt payment. The fact that premiums of 1, 2, or 5 per cent. are offered by business houses for remittances within a specified time, illustrates the economic necessity of keeping the money at work. Maximum efficiency in

the buying system is necessary to successful competition, and rigid adherence to the "Payment when due" principle in making collections is a highly important factor in the promotion of such efficiency.

It is plain, therefore, that insistence upon this rule safeguards, not only your own interests, but those of your trade as well.

### **Make the Collection Letter a Sales-Letter**

It is safe to say that the majority of business institutions pay too little attention to the character of collection letters sent out. Even where the general correspondence of the House is carefully scrutinized and ably handled, collection letters are apt to be treated in a routine way, without much thought or supervision. In fact the collection department is too often regarded as a disagreeable necessity and wholly incapable of any constructive service. Where this idea prevails the work of making collections is likely to prove a serious handicap to the business. As a matter of fact there is room for a display of salesmanship in the handling of collections. The collection department should be a creative department. It should be a help rather than a handicap to the sales department. Some firms pay out perfectly good money in salesmen's salaries, traveling expenses, and advertising to get a customer, and then let a \$10.00 a week clerk drive him away with tactless and even offensive letters. Sometimes the salesman is able to overcome the effects of such letters and win back trade estranged by such in-

excusable blunders; but think of the time and money it takes to do it. The handling of collection correspondence is not a boy's job, it is so fraught with possibilities of harm that it should be entrusted only to a capable man of mature judgment and ability.

Moreover, the man who writes your collection letters to customers who have been secured at the expense of much effort and hard cash, should be a man of more than one viewpoint; he should possess salesmanship ability in no small degree, for his work in getting the money—and especially in getting it when due—is to keep the customer sold. To do this he must study and analyze the circumstances and conditions of each individual case. He must appreciate that the customer has troubles of his own. For good and sufficient reasons he may be hard up even in times of general prosperity. His trade, being local, is vitally affected by local conditions. Crops may be short in his immediate vicinity; local industries may be crippled by strikes; banks may be refusing usual accommodations; these and many other difficulties may interfere with remittances from customers who are not only good but are usually prompt. The up-to-date collector must be posted on all these points. He should know how things are going in every part of the territory covered, if he expects to keep his House in right accord with the customers and avoid unpleasant friction. This means that, while insisting on payment at the earliest possible date, he should make his letters convey the impression of sympathetic interest—in other words, make them carry



selling force. In fact all collection letters should be sales letters as well—and this is true of all business correspondence. Letters acknowledging remittances, adjusting complaints, acknowledging orders—all letters relating to your business afford more or less opportunity for boosting of sales. The pity is that in so many of the letters that go out daily, golden opportunities to help pull orders are lost.

Human nature is the same the world over. Whether it is buying, selling, collecting, or what not, the human element is the chief factor in the case. The art of salesmanship is developed largely by study of human nature. Then why not inject a little of it in your collection letters?

### **Keep Your Collections Out of the Attorney's Hands**

Legal measures to enforce payment should be taken only as a last resort. The lawyer may know how to get the money but his way of getting it is too much like killing the bees to get the honey. The lawyer—with all due respect to his professional skill—is not a painless operator when it comes to extracting money from a delinquent debtor. Flourishing the lash of the law, he makes his demand for payment in cold unfeeling terms which are sure to arouse antagonism. The element of salesmanship has no place in his method of making collections. It is entirely foreign to his training as a lawyer. His attitude is that the money is justly due, and since the law provides compulsory measures to enforce payment he naturally uses that compulsion. That

attitude is sure to make knockers of your boosters faster than you can turn the accounts over to your attorney. And for this reason they should never be turned over to him, except in cases of downright dishonesty or other circumstances which make legal action necessary.

While the attorney, because of his professional viewpoint, is likely to assume too much of an antagonistic attitude in his collection letters, the salesman, on the other hand, is very apt to go to the opposite extreme. The intimate relations of the salesman with the trade make it difficult for him to assume the rôle of collector. To sympathize with the customer in his disappointment is one of the essentials of salesmanship in a collection letter. But such expression must be formulated so as not to obscure the main issue, which is always to get the money. Because of his close contact with customers, the salesman has a keen appreciation of their side of the question. He hears all about it when their collections are slow, when business falls off, when crops are poor, when they have been crippled by fire loss, and the like.

It is a good thing to know all these conditions and circumstances. They have an important bearing upon the treatment to be accorded the debtor who is honestly striving to meet his obligations as they fall due. But there is a limit set by the laws of business prudence beyond which the creditor cannot safely go in extending credits, regardless of his own disposition towards leniency in the matter of collections. With his knowledge of the customer's viewpoint the salesman would make an ideal

collector if he could always preserve the right perspective between the customer's viewpoint and that of his House.

He would surely be better qualified than the lawyer or some clerk in the collection department, who never tried to sell anything in his life, to secure remittances from customers who are slow but fully intend to pay. Moreover, he would not be likely to create the impression, through insisting upon payment, that the House was unmindful of their interests. If he can use this knowledge without being unduly influenced by it in the customer's behalf, he should be able to make his request for remittance in a way that would prove effective and still hold the debtor's good will.

### **Selecting the Man to Handle Collections**

Careful consideration should be given to the selection of a man for the collection department. The position calls for a combination of qualities not usually found in either the lawyer or salesman. The making of collections, either by personal contact or by letter, demands discriminating judgment in the exercise of firmness, patience, tact, diplomacy, and a keen insight into motives and impulses which control human action. The collector must be able to write letters which will reflect these qualities in varying degree as occasion requires. Competent as he may be in some respects, the salesman is rarely the man for the place. It is one thing to influence a man through the power of personality as expressed in speech and personal contact, and quite another to do it by means

of correspondence. And it is upon the matter that the collector must mainly depend to get results.

The man you select as head of your collection department should be able to conduct his correspondence so as to make friends, not enemies. He should help rather than hinder the salesman in his efforts to hold his customers and keep their good will. It is rarely ever necessary to resort to harsh measures in making collections from those whose patronage you care to retain. The man who writes your collection letters should realize that, while it is highly important to keep the money coming in, it is no less important to keep the orders coming also. His business is to see that the one does not conflict with the other.

It is evident, therefore, that you should have a man for your collection department whose training and experience is not confined to a clerkship.

### **The Attitude of the Debtor**

Credit is based on confidence. If there were no such thing as commercial honor and integrity there would then be nothing upon which to establish a system of credit. The fact that the great majority of business transactions are based on mere promises to pay is pretty good evidence that honesty is the rule and dishonesty the exception. With rare exceptions business men expect to meet their payments when due. It is fair to assume that in nine cases out of ten, when a customer falls behind in remittances, the lapse is not due to indifference or wilful

disregard of his obligations. The chances are he is anxious to square up promptly and is only prevented from doing so by circumstances beyond his control. Then if, while striving to make good, he gets a cold, blunt dunning letter, he naturally resents it as a reflection upon his motives and standing as a business man. He is not in a mood to consider that perhaps the real attitude of the House is not reflected in the letter and that it simply represents the blundering effort of some tactless clerk. The horizon of his experience is limited to the territory from which he draws his trade. He is apt to look upon local conditions as representative of what prevails throughout the entire country. And when he gets your letter which apparently takes it for granted that he is attempting to hold out on you without reason, you have then and there converted a booster into a knocker.

That's how easy it is to distribute hammers; and the worst of it is that, besides losing the customer ordinarily prompt and who with a little encouragement would have soon paid up, you have set him pulling against you instead of for you.

Remember this: The value of a customer is not always measured by the size of his account. Every account on your books represents an investment. It costs money to put them there—money expended in advertising, salesmen's salaries, clerk hire, postage, etc. When you lose a customer you have lost a revenue producing asset, which it will cost more money to replace.

Even good investments do not always pay dividends

right from the start. Neither does the first purchase of a customer always yield a net profit. It is the repeat orders that count. Therefore, it is up to you to frame your collection correspondence with due regard for his viewpoint of things and his known integrity—something that too many writers of collection letters fail utterly to recognize.

All of your customers cannot, of course, be treated alike in the matter of collections. Many concerns divide them into three separate classes for each of which a different set of letters is prepared.

First: Those who are financially responsible and rated "Gilt Edge."

Second: Those of moderate resources but capable and honest and usually prompt.

Third: Those who are good when business conditions are normal but are inclined to be slow.

While this classification will take care of most of your accounts, you will find some which demand special attention. Temperaments must be taken into account. Some are more amenable to persuasion than others. Some will respond to courteous treatment while others must be managed with a firmer hand. You may sympathize with the man who has met with misfortune, but at the same time he must be made to understand that the exigencies of business demand fulfillment of his obligations and that you are depending on his meeting them. Most well-meaning men can be reached by arguments appealing to their sense of honor. They can thus be induced to do

their best to pay up in part, at least. Avoid threatening letters until you have tried every other way. Suggest rather than urge—don't be too arbitrary—you can't afford it.

### **Getting Your Statements Out on Time**

What difference does it make whether or not your statements go out punctually on the first of every month? Is there anything in regularly getting them off on time that would warrant your insistence upon this point and make the effort necessary to carry it out, worth while?

“Time is money.” If your ear has ever been attuned to the sound of money drawing interest, you will recognize in that expression a statement, not of theory, but of fact. The banker understands it and acts accordingly.

The interest on money you borrow from the bank is figured down to the last day of the return of the loan. Every day counts.

Therefore, anything you can do to hasten the receipt of collections by even a day counts likewise in your favor. One of the things having an important bearing on this result—and one that is frequently disregarded—is a prompt mailing of statements on the first of the month. Unless it is a case of securing discount, the customer is not likely to remit until he receives his statement. If it is a day or more late in reaching him, you are out of the use of your money at least to the extent of your delay.

It sometimes happens, moreover, that remittances to those Houses whose statements get in ahead of yours

have exhausted the merchant's immediately available funds. In that case, the tardiness of your statement may be directly responsible for a prolonged delay and whatever loss it entails.

If that were the only effect of dilatory statements, it would still be worth the extra effort required to insure getting them out on time. But that is not all there is to it. The worst of it is that your example is likely to influence your customer in a way that tends to react to your disadvantage. Habitual delay in sending out statements may cause him to reason that you are in no hurry for your money; and that being the case he will naturally take care first of those who seem less indifferent. The tendency of such practice is plainly to lend encouragement to the idea that promptness in such matters is not so highly essential to success after all. Such ideas need no encouragement—they develop fast enough without it.

### **Educational Service**

Many otherwise capable and successful retail merchants are lamentably weak on collections. This is a fault their trade is quick to see and take advantage of. Finding it easy to stand off such a creditor the people who owe them let their accounts run on indefinitely without making any effort to pay up. Not infrequently the very ones who are best able to meet their accounts when due are the worst offenders. You probably know, if you have not sustained loss from them, merchants who have failed for no other reason than this.



Here then is an opportunity for your collection department to render service of value to your customer and indirectly of equal or greater value to your own interests. When a case of this kind develops, let your collector visit the delinquent customer and go over the situation with him, pointing out the best means and methods of dealing with his slow accounts. It is a delicate matter to handle, to be sure, but usually when the inevitable end of such a position is made clear to an upright tradesman, he will welcome your advice and assistance in the spirit in which it is offered.

Supplementing personal service, you might prepare and distribute a series of multigraphed leaflets on "How to Make Collections." In order to disarm the suspicions of those who are actually in arrears, that they are intended especially for them, these talks should be wholly impersonal in tone. To this end they might include a short chapter on some sales topic or other subject of interest.

Sample forms of collection letters designed to meet the needs of retail merchants might also be reproduced. This would open the way for comments on the importance of keeping after collections, paying bills when due, and other suggestions of an educational nature.

Letters like the following might be used in this connection. They present the matter in a brief, tactful manner, do not sound like form letters, and are firm without being offensive. And what is more to the point they have been and are being used most effectively by a prominent retailer noted for his success in making collections.

**No. 1.** This letter goes out on the 10th of the month to all delinquents on the thirty-day list:

DEAR SIR:

You notice that the enclosed statement is a little past due; it's so easy to let matters of this kind slip one's attention, that we feel sure you'll be grateful to us for calling your attention to it.

We're so sure that you simply overlooked this that we suggest you attend to it now, before it is laid aside to take up other matters that claim your attention. We shall appreciate your attention to it now.

We've got some beautiful goods here to show you when you can find time to look at them; clothes, shirts, shoes, new styles in hats.

**No. 2.** Delinquents on the sixty-day list get this letter on the 10th of the month:

DEAR SIR:

About your account, past due; we wrote you a friendly reminder about it a few days ago; maybe you're more forgetful about such matters than we are; we're all too careless.

If the amount due, or the merchandise you bought, are incorrect, let us know at once; we don't want to delay the matter by any fault of ours.

But if these things are satisfactory send us a check for \$ . . . . It pays to be up-to-date in such matters.

**No. 3.** This is a follow-up of the previous letter:

DEAR SIR:

Your account with us is still unpaid; we feel very sure you don't intend to let it go, but we've reminded you of it a couple of times. It's not a good thing for you or for us to leave it that way.

If there's some good reason for delaying a settlement of this account, you'll find us inclined to be good-natured about it.

But all we know about it now is that it isn't paid, and that it ought to be.

We should have your check for \$ . . . at once; we don't like to classify this account among delinquents.

**No. 4.** This is the form used for accounts ninety days or more overdue:

DEAR SIR:

You are not being fair to yourself or to us in this account long overdue; and as the matter has come up for my personal attention, I want to urge you once more to give it attention. It's always unpleasant for us, and for you, to go to extremes in collections.

We still feel sure that you have simply neglected it; or that there has been some reason why you delayed payment. Deal frankly with us, and you'll find us pretty decent people to deal with.

We don't like it that you make no response to our notices; we must hear from you now at once. Your check should be for \$ . . . .

### **Some Service Suggestions**

Most wholesale houses and manufacturing concerns maintain some sort of a legal department either within the organization or through a retainer upon the services of outside legal advisers. To this department is usually referred questions of legal procedure relating to accounts which in the judgment of the credit man are not amenable to further persuasion and upon which suit is to be brought.

That of course is a necessary function of such a department. But is there not another way in which this or-

ganization might be used to the profit and advantage of all concerned? Might it not be made to operate as a constructive force—one that would tend to limit the frequency of demand for drastic action?

The answer may be found in the practice of at least one well-known wholesale house, which has developed a free legal advice bureau for the benefit of its customers. The object of this bureau is to render advisory service in answering legal questions relating especially to points of commercial law that customers desire to put up to it. It does not, of course, undertake the handling of legal cases in behalf of customers, but is intended to operate chiefly as an educational force and to act as an important ally of the credit department.

Another point of contact for constructive educational service may be found in the bookkeeping and accounting of retail stores. That there is urgent need of more accurate and up-to-date methods of accounting in retail stores, especially as concerns cost systems, is generally admitted. Should not the credit department lend a helping hand in this work, since it is apparent that any improvement resulting therefrom must, indirectly, at least, have a favorable effect on collections?

Assuming the retailer to be a close collector himself, he will still be unable to meet his own obligations on time unless his profits are what they ought to be. Barring unforeseen losses, he should, of course, be able to forestall disappointments on this score by correct calculation.

Now figuring the mark-up that will produce a certain

percentage of net profit may seem a simple matter, yet the fact remains that the methods employed by not a few retailers for arriving at the proper percentage are fundamentally wrong and necessarily produce misleading results.

When the merchant figures his mark-up for the selling price on an article on the basis of a percentage of its cost price, he will not realize the profit he expects. Assuming for example that the cost of sugar is 6c. a pound and he wants to figure the selling price so that it will yield a profit of 20%, if this percentage is figured on cost price, the retail selling price will be 7.2c.; whereas, if the selling price is taken as the basis and he figures 20% profit, his selling price will be  $7\frac{1}{2}$ c. per pound. It is plain, therefore, that by the former method he has underestimated his mark-up by  $\frac{3}{10}$ c. a pound.

Such facts may seem so elemental as to lead to the assumption that they are undeserving of attention in any scheme of educational service. But in the light of facts obtained from numerous investigations of accounting and methods in retail stores, there can be no doubt of the need for fuller information on the subject. Many losses have been traced to a disregard of such fundamental factors as the proper inclusion of overhead expense, depreciation, pricing inventory, and the like.

Such losses can only be checked by a better understanding of the principles of accounting. Their elimination would certainly help to make collections easier. Education is the remedy.

The foregoing suggestions are merely intended to indi-

cate how, by means of series of bulletins or letters, the credit department might help to strengthen the foundations of credit by dealing with causes rather than effects. The advantages to be gained are obvious and the means suggested are worthy of consideration.

There is no reason why the service idea so prevalent and productive of good results in other departments of business cannot be adapted with profit to the operations of the collection agency.

### **The First Letter**

The policy of using form letters in going after collections is sometimes questioned.

It is a well-known fact that a sales letter can be made very much stronger by putting into it the personality of the House. The personal touch so essential in all business relations is especially effective in selling goods.

But, in a collection letter, especially the first one sent out, the element of personality should be entirely eliminated. It should give the impression that no one person is responsible for it; that it is merely a routine of your system, so the customer will not think he is the object of special attention.

The first letter is purely a reminder and should carry that impression. Many concerns use a printed form to emphasize this. However, there is an opportunity even in this connection to make this letter or statement carry a selling message. Such a message may be put in the form of a footnote reminding him that you appreciate his

business and would be glad to have an order. This would, moreover, imply confidence in his intention to remit promptly. The first letter should read something like this:

DEAR SIR:

Enclosed you will find a statement of your account. This, you will note, was due on June 10th and has doubtless escaped your attention. Will you not let us have prompt remittance?

Let us remind you that we are well fixed right now to take care of your orders. Our stock is complete and we are able to make exceptionally prompt shipment from stock. A liberal order from you would be appreciated.

Yours very truly,  
BLANK & COMPANY.

If you have something you wish to push, insert it in this manner:

DEAR SIR:

A statement of your account is enclosed. This is a little past due and we would appreciate prompt remittance.

You will be interested in knowing that we are now offering an unusually low price on Assortment No. 54. The attached list will tell you what is in the assortment. Look it over carefully. It is certainly a bargain at \$30.00, as it retails at \$55.00. How is that for a profit? Better get in your order while the assortments last.

Very truly yours,  
BLANK & COMPANY.

Letters such as these are much more effective in every way than a plain statement with the words "Please Remit" stamped on it in large type. They help to extend

and strengthen good will among your customers. They should be sent out in a reasonable time after the original statement is mailed.

A number of concerns are getting excellent results from a reminder sent out to inform the customer that to-morrow is the last day for cash discount on his account.

### **The Second Letter**

The policies of business houses vary so much in their attitude toward the trade in the matter of collections that it is impossible to offer any detailed plan or system which could be successfully followed without change or modification. In making these suggestions we have in mind the average business institution and therefore due allowance must be made for the conditions to be met in your own particular business.

The second letter should be made very similar to the first. The reminder may be a little stronger, but mention of your desire and appreciation of the customer's order should not be omitted.

Something like this would perhaps do:

**DEAR SIR:**

You probably have our statement somewhere in your office and have doubtless been expecting to send remittance the first spare moment you have.

Of course we are not worrying about it in the least, but have wondered why we received no reply to our recent letter. We assume that it must have slipped your attention.

This account, you will note, is considerably past due. Won't



you kindly write us by return mail, so we may know definitely what to expect?

Why not send in an order with your reply?

Very truly yours,

BLANK & COMPANY.

One of the commonest mistakes found in collection letters is the "hard up" appeal. You have often seen it in letters running something like this:

We find ourselves short of funds just now and must insist upon settlement of your account by return mail.

To make an appeal for money on the ground that it is needed is mighty poor policy for a business house. You are entitled to your money when it is due. You should have it whether you need it or not. Besides, nothing jars a man's confidence in an institution more than to get the idea that it is not financially strong. Moreover it gives him a good excuse for putting up the same cry. He also needs the money. If you are in such bad shape he has a right to plead the same excuse.

This second letter outlined above contains no trace of the begging tone. It implies that you are doing business on a business basis. It is a polite appeal for settlement, yet the third paragraph plainly states that you expect reply by return mail.

### **The Third Letter**

By this time a large percentage of the delinquents ought to have been heard from either with remittance or an explanation. To those who have not responded the

third letter should be sent. It should be framed with a view to stirring them up to the realization that you now mean business—but always remember to do the stirring in a courteous manner.

Make the letter read something like this:

DEAR SIR:

We are at a loss to know just why we have had no response to our recent letters concerning your account. It is now long past due and our terms, you know, are sixty days.

When you consider that we have several thousand accounts you can easily see that it only takes a few delinquent ones here and there to run into the thousands of dollars. Our bills must be discounted in order to give you the best possible service and prices. We must therefore insist upon prompt payment of your account.

We want to show you every consideration, yet we must impress upon you the importance of meeting your payments according to our terms. Surely you must appreciate the fact that your neglect to do so, coupled with your failure to make any satisfactory explanation, will reflect upon your credit standing. We hope you will see that it is as much to your advantage as ours to act promptly in this matter, and let us have by return mail a remittance covering at least part of the account.

Very truly yours,  
BLANK & COMPANY.

### **The Fourth Letter**

Failing to receive any response to No. 3, it should be followed up with a good stiff letter like this:

DEAR SIR:

You have received several letters from us in which we have called attention to your past due account as politely as possible.

We have received reply to none of these letters, although they must have been delivered to you, for they have not been returned.

Unless your account is paid within one week from date of this letter, we shall make sight draft upon you covering the amount of \$ . . . .

We dislike very much to have to do this, but you leave us no alternative, unless you pay in the meantime. We hope for your own sake that it will not be necessary to make draft, as we do not wish to see your credit standing affected in any way.

We urge you to consider the matter with a view to making settlement within the next week.

Very truly yours,  
BLANK & COMPANY.

This letter ought to rouse most of the slow ones to action. If any still remain it will be only the case-hardened ones which must be given special attention. You will have to exercise your own judgment in going after them. The time was when it was considered advisable to send as many as eight to ten letters in making a collection. Now, business men are better educated up to the necessity of paying bills according to terms, so that half that number or less usually does the work.

The first four letters should be sent out at intervals of from ten to fifteen days. After that it is well to shorten the intervals somewhat.

### Special Cases

Accounts requiring special treatment vary so much that it is impossible to outline letters that will cover them all.

People of means are often very slow payers; others never remit until a threatening letter is received; some have to be coaxed before they will pay. It is wise to send some a long series of letters before making any threats. There are many things to be taken into consideration in the handling of these special cases.

Here are several letters which may be used with good effect on this class of delinquents:

DEAR SIR:

After you have read the letters which we have been sending you for the past few weeks, you have probably tossed them aside and said "I should worry."

It is no concern of ours how you choose to handle your personal finances. But we are vitally concerned in this debit of \$ . . . . which stands against your name on our books; for you can see that if we had to carry many such dilatory accounts, we could not conduct our business along economic lines.

It has been our experience that 75% of the people who fail to pay their bills promptly are guilty of negligence rather than bad intentions.

Believing that you may be rightfully classed among this 75% we have been extremely patient with you. Had we resorted to more violent measures, we might have had your money by this time—but at the cost of your patronage, which we do not wish to lose.

There is a certain sentiment connected with old customers and it is always a matter of regret to see their names disappear from our books. If there is any good reason for their not meeting obligations promptly we are always ready to take that into account.

We appreciate that you may have some good reasons, so we are not going to adopt harsh measures until we absolutely

have to. It is up to you—won't you write and tell us just how you stand on this proposition?

Very truly yours,  
BLANK & COMPANY.

DEAR SIR:

Your attention is called to our letters of June 15th, June 30th, July 15th, and July 30th, in which we asked you as politely as possible to remit covering your overdue account. You have replied to none of these letters.

Quality and price are two essential factors to success in these days of close competition. In order to secure the best goods at the lowest prices we have to pay cash; and to pay cash we must have prompt returns on our collections. You benefit as much as we do from this policy.

Therefore, for your good as well as ours, we must insist upon your taking care of your account when it is due. Our money is tied up in your hands when it should be in use purchasing new material for our benefit and for yours.

We believe you will accept this view of the financial end of our relations and very much hope you will let us have your check by return mail. We know you are well able to pay and believe you fully intend to do so.

Very truly yours,  
BLANK & COMPANY.

DEAR SIR:

Thanks for your letter. The circumstances that have made it impossible for you to settle your account when it was due are fully appreciated and as an evidence of this appreciation we are going to grant you a reasonable extension.

What amount can you arrange to send us monthly on this account? We believe it convenient and to your interest to make regular payments on it. If you do so we can then furnish you with the goods you require, to a reasonable amount, which can be paid for on the tenth of each month according to our regular terms.

We hope you will let us hear from you right away and assure you of our desire to coöperate with you in any way we can.

Very truly yours,  
BLANK & COMPANY.

DEAR SIR:

It is our desire to do you no injustice by taking summary action in a legal way, which might unnecessarily reflect upon your credit standing; so we offer you this final opportunity to take care of your past due account with us.

Although it seems impossible that a man of your reputation would try to evade an obligation, yet we are forced to this conclusion.

Unless we hear from you in one week from date of this letter we will assume that you do not intend to settle this account in a friendly and businesslike manner. The matter will then be turned over to our Legal Department which will take steps to bring about an immediate settlement regardless of any feelings it may cause.

It is to your interest to let us hear from you at once.

Very truly yours,  
BLANK & COMPANY.

### Strategies in Effecting Settlements

Some of the not overscrupulous strategies used to promote the sale of mining stock of doubtful value and other "get-rich-quick" schemes are sometimes employed to pry loose the money from a reluctant debtor. Among the tricks resorted to for this purpose is that of making an intentional error in a statement, which, if it gets by, will trap the debtor into payment of a back account. Another is the inclusion of a back account in a C. O. D. order. Many others might be cited.

No reputable business man, however, can afford to stoop to such methods. They are wrong, both as a matter of principle and policy. You should take the position that the obligation includes the fulfillment of all its terms. It is a business proposition and it should always be presented as such. Use constructive methods as far as you can in making collections. Endeavor to get the money by persuasion rather than force. That's the salesmanship of it.

There is constructive force and pulling power in the letters given in this article. They embody the principles which underlie the best methods of making collections without destroying the good will of your customer. You must retain the good will of your trade and unless your collection department lends coöperation to this end it is neither effective nor efficient.





VI

From Inquiries to Sales

Edited by CHAS. W. MEARS



## VI

### From Inquiries to Sales

INTELLIGENT advertising is always addressed to a class—to the class that ought to buy the particular advertised goods. But that class on its part does not act *en masse*. The entire class may see your advertisement in magazines or newspapers, in trade journals or on the billboards, in street cars or theater programs, but you learn through actual experience that relatively few of the individuals in that class offer any immediate response. In the case of low-priced articles of general distribution, like soap or chewing gum, a considerable response may be felt in retail sales, as the result of advertising; but never in any instance will it be found that the entire class has accepted the advertiser's invitation to purchase his goods. In the case of high-priced goods and of goods not distributed generally, the immediate buying response is usually small, and even an extensive advertising campaign does not always produce the results that the advertiser hoped for. Because of this fact, the advertiser who is intent upon making his advertising return him a profit realizes the desirability of supplementing his general advertising campaign with

some additional factor of sales-impelling force, and this factor is known to advertising men as the "follow-up."

"Follow-up" may mean house-to-house distribution of samples or of printed matter which announces that the article is on sale at the neighborhood grocer's or druggist's. But this is possible only when the goods are very low in price and are consumed generally. Where an advertiser sells pianos, motor cars, typewriters, trunks, or merchandise of a similar nature, the house-to-house follow-up is impossible. The only method left open to such advertisers is the follow-up that is addressed to a carefully compiled mailing list. And that mailing list is always most valuable when it is built up of names voluntarily submitted by their owners to the advertiser—in other words, when they are received in the form of "inquiries."

The purpose of advertising is to create an interest in the advertised goods; to create an interest which will culminate in the purchase of the goods. The advertiser ought therefore not only to invite inquiries, and to make his copy so appealing that it will produce inquiries, but also when he receives inquiries he ought to be thankful—for these inquiries represent specific individuals who have stepped out of the class that his advertising addressed and have personally admitted their interest in the goods he has for sale.

When a retail merchant advertises in local newspapers, he expects a response; he believes that people will enter his store to look over the advertised goods. He knows that advertising can only bring people into his place of business.

and that when they come, an obligation rests upon him. Accordingly he employs clerks whose duty it is to meet prospective buyers, to show the goods, discuss their merits, and secure sales. He realizes, too, that his clerks must be willing and intelligent, for he knows that many a sale has been lost—even when prospective buyers were at hand, ready to purchase—through discourteous or inefficient clerks.

Not greatly different is the position of the national advertiser. Good advertising will produce an interest in good products, and some of that interest will manifest itself to the advertiser in the form of inquiries. The willingness and intelligence with which he meets these inquiries will have its effect upon sales quite as certainly (even if more slowly) as in the case of the retail merchant and his clerks. And an inefficient follow-up will lose quite as many sales, if not more of them.

Let me cite a personal instance. Last winter my young son wanted a picture projector. I selected from magazine advertisements a type of machine that appeared to be exactly what was wanted, and I asked the advertiser for his catalogue.

A week went by without response. The young son was insistent, so I purchased locally another make of machine that was highly recommended by the clerk who waited on me. Within the next three days I received seven letters from as many local merchants, each advising me that he handled the machine I had written about and that he would be pleased to give me a demonstration at his store.

Seven letters, costing at least thirty-five cents, represented misdirected energy. The advertiser's system had consumed time and lost a sale. Referring a single inquiry to seven different retailers in a single city represented unnecessary expense. Had the manufacturer himself promptly sent me a catalogue and given me the names of his seven local dealers, a sale of his machine would have been practically assured.

First of all, then, follow-up needs to be prompt. The retail merchant knows very well that people who enter his store will not stand around unattended; clerks must "be on the job." And the advertiser learns sooner or later that the inquirer may not wait on his red tape. And even when an inquirer is in no particular hurry, even when he is quite willing to wait, the advertiser loses an advantage by delay in responding. For interest may wane, new conditions may arise to cool the enthusiasm that prompted the inquiry, and there is always the impression from laggard attention that the advertiser himself is not keenly alive. And this is not a creditable impression to have in circulation.

The ideal way to make money in business is to offer a product that consumers eagerly want, at a price they can readily afford to pay. Unfortunately, however, many men find themselves in the business of producing and selling a commodity that the public does not know it wants, or at a price that the public does not freely pay. Or competition may be sharp, dividing the purchasing demand. These are elements that necessitate advertising

expenditures, and follow-ups, the success of which depends very largely upon the advertiser himself. By observing certain fundamentals, the advertiser is reasonably sure to get maximum results.

Chief of all these fundamentals is that the advertiser must forget his anxiety to sell, for few people buy goods just because the seller is anxious to dispose of them. Human nature is the biggest factor in all phases of commerce, and human nature is primarily selfish. This fact must be dealt with understandingly.

Your goods must fit into the selfish interests of the inquirer. The fact that he has inquired concerning your goods indicates that he imagines they may fit into his selfish interests. And that ought to be your starting point in the follow-up, and your guiding star throughout your correspondence and your own literature. Determine fully in your own mind why anybody should expend his money for the commodity you have to offer.

Learn by heart every motive a human being could have for wanting to possess the thing you have for sale. And this will provide the material for your follow-up letters, folders, mailing cards, and booklets.

Remember this: nobody ever buys anything without a motive. And by knowing the motives that would influence the sale of your particular goods, you equip yourself with all the implements of success, and the only implements of success that the world affords.

The next step is to determine what elements in your goods, your House, your service, or your policies will

satisfy the buyers' motives, and to place your emphasis upon these elements. Especially avoid elaborating upon things that are highly interesting to yourself, unless these fit buyers' motives, for you need to remember that you are writing letters or booklets not for your own edification, but for the sole purpose of arousing inquirers to buying action. And in that connection, recollect that you are the seller, not the buyer, and that your personal likes and dislikes have no place in your follow-ups.

Briefly, it amounts to this: Put yourself mentally in the place of the prospective buyer, and let your follow-up supply him the information, the encouragement, the welcome that you would like to receive if you were actually in his place and he were in yours.

The length of a letter or booklet, and the number of letters or booklets to be sent a prospect, are incidental questions that cannot be answered at large. Every business in the world is individual in many characteristics, and in every business questions will arise that can be answered intelligently only after these individual characteristics are understood. Common sense, without specialized experience, is often sufficient to meet such problems. More important than all these, however, are the few fundamental principles—principles that do not vary for the very good reason that human nature itself does not vary in kind, however much it may vary in degree.

Conducted on these principles, your follow-up will operate along the most successful lines known to advertising men:



1. Forget your anxiety to sell.
2. Remember that people buy only from selfish motives.
3. Determine what selfish motives would prompt the purchase of your goods.
4. Emphasize the features you have to offer that would satisfy these motives.
5. Do it promptly, courteously, and cheerfully.

So much for the importance of follow-up, or the work that lies beyond the mere receipt of an inquiry. We are able to present here, through the courtesy of Edwin B. Lord, of Joliet, Illinois, the history of an actual campaign in which both general advertising and follow-up were used in their proper relations—each supplementing the other.

In submitting this information, Mr. Lord writes as follows:

“While this is the actual story of a successful advertising campaign, the primary object in telling it is to show that profitable results in advertising a commodity such as this one come, not from any one unsupported source, but through the channel that has been prepared and smoothed by team-work—coöperation—between general advertising and efficient follow-up.

“Actual names, dates, and other details of this campaign would, no doubt, add interest to the story and would give it more weight in the eyes of some, but these are omitted, partly because they are not actually necessary, but mostly because of professional ethics; and for the purpose of this

article, the premises, the fundamentals upon which the campaign was based, and a table of the results are given instead.

“Beyond a doubt, the most important part of a direct advertising campaign is the follow-up.

“There is no question but that thousands of dollars are wasted annually, the results of which could have been turned from inglorious failure to a wonderful success, had the inquiries been properly developed by follow-up that had been planned and edited in an intelligent manner.

“A practical illustration of this is shown by a careful examination of a hundred orders received in this campaign and taken indiscriminately from the order file.

“Of these, from the first letter sent out, no orders resulted. From the second letter, seven orders came in. The fourth brought nineteen; the fifth, twenty-four; the sixth, twenty-two, and the seventh, sixteen.

“Nor is there any question but future efforts will show even more conclusively that the essential part of advertising is an adequate follow-up system.

“The record of costs and sales (reproduced on page 175) has been copied direct from the keying cards and has not been edited.

“A complete analysis of each case would be tiresome, but for the sake of clarity the ‘points’ in the first case are explained.

TABLE OF RESULTS

From General Advertising—Supported by Follow-Up—Covering a Period of Two Years After Appearance of " Ad."

1 Page	Key No. of paper	No. of replies received	Cost per reply	Aggregate of sales 1 yr. from date ad. appeared	Av. of sales per reply at end of 1 yr.	Aggregate of sales 2 yrs. from date ad. appeared	Av. of sales per reply at end of 2 yrs.	Total expense of follow-up for 2 yrs.	Av. cost per reply follow-up for 2 yrs.
A	1050	\$06.3	\$ 916.90	\$0.87	\$5120.10	\$4.88	\$212.00	\$0.202	
B	1207	.07.2	1110.50	.92	4210.00	3.49	252.00	.209	
C	1416	.06.4	1263.00	.89	5210.60	3.68	302.00	.213	
D	1072	.06.1	864.20	.81	3610.40	3.37	218.00	.203	
E	1636	.06.3	1410.60	.86	6123.10	3.74	332.00	.203	
F	1980	.07.1	1862.10	.94	7821.00	3.95	416.00	.210	
G	1385	.06.4	1262.10	.93	4464.00	3.22	271.00	.210	
H	646	.06.2	516.40	.80	3104.10	4.80	136.00	.195	
I	1998	.06.4	1610.25	.71	8164.00	4.08	418.00	.209	
J	410	.13.2	320.10	.78	820.16	2.00	92.00	.224	
K	206	.16.3	186.50	.91	616.10	3.00	52.00	.250	
L	116	.18.2	95.65	.82	276.60	2.38	39.50	.340	
M	354	.21.2	273.30	.77	763.50	2.16	81.00	.230	
N	90	.17.1	93.00	1.07	310.90	3.45	21.00	.233	
O	240	.23.3	216.50	.90	765.20	3.18	54.00	.225	
P	130	.29.8	113.60	.87	316.10	2.43	32.00	.246	
Q	16	.41.	.00	.00	26.00	1.62	4.00	.250	
R	19	.36.2	13.80	.73	62.60	3.30	5.00	.260	
S	8	.82.1	13.60	1.70	76.80	9.60	2.00	.250	
T	62	.16.2	41.60	.67	162.50	2.62	16.00	.260	
U	16	.61.2	26.50	1.66	110.50	6.90	4.00	.250	

“The figures in columns three to six (3-6) represent all the returns received from the ‘ad.’ within a period of one year after it had appeared.

“Publication ‘A’ brought 1050 replies at a cost of six and three tenths cents (\$.063) each and sold a total of \$916.90 worth of goods by the end of twelve (12) months, or an average of eighty-seven (\$.87) cents each.

“The most ardent advocate of unsupported publicity advertising will not deny that the full effect of the ad. was exhausted by that time. As a matter of fact, its effect was exhausted within sixty days after its appearance, and no further returns of value could be expected from it alone. It had accomplished all that it was expected to accomplish.

“The total sales at the end of the second year were \$5120.10, a net increase of \$4203.20 resulting from the use of follow-up.

“The average cost each for follow-up during the second year was twenty and two tenths cents (\$.202) or a total of \$212.00. The average sale resulting from the follow-up was four dollars and one cent (\$4.01), or a total of \$4203.20, which with the amount for the first year, *i.e.*, \$916.90, makes the grand total for two years, \$5120.10.

“Now had we been depending upon the unsupported selling power of the periodical alone, the total sales following each inquiry would have been but a fraction of the amount shown in column six (6).

“But through the use of adequate follow-up, you will note that at the end of two years the sales were increased

to \$5120.10, or considerably more than fivefold during the second year.

“The follow-up consisted entirely of form letters. Of course, we employed order blanks, booklets, etc., but every enclosure contained a perfect form letter with the name, address, date, and salutation filled in with a matching ribbon on the typewriter. Tests made with circulars, folders, etc., alone showed a material lessening in returns.

“That is why I now insist upon a larger appropriation for the follow-up than for periodical advertising, and in such cases as the present one, establish the ratio of two dollars (\$2.00) for follow-up to one dollar (\$1.00) for the publicity.

“One reason for establishing this ratio is that the follow-up must be good enough to convince the recipient that the statements and claims made in the ad. are true.

“The old method of expecting the periodical to exert such an influence that any old kind of follow-up would do has been relegated to the scrap heap as a result of our actual experience.

“The contrary is the case. The follow-up must carry conviction—convince the prospect that the statements and claims made in the ad. are honest and true—and the prospect is justified in considering the character of the follow-up, in fact it is his only means of determining—in arriving at a conclusion.

“Our experience teaches that the form letter must be of at least as good material and show as much care as the separate and special letters written to induce sales.

“It should, of course, be carefully filled in to match, with name, address, date, and salutation. It must be signed at the bottom either with pen and ink, or, as in our case, with the Multigraph signature attachment, mailed out under first-class postage, and given all the detailed attention and care of a correspondence letter.

“The logic of this is that when you send out a single letter soliciting business, you exercise all your ability in making it as interesting, convincing, and ‘letter perfect’ as possible.

“When you send out a thousand letters instead of one, you expect each one of that thousand to make the impression, and it will, provided you use the same care to make it ‘letter perfect’ as you do in the case of the single letter—but not otherwise.”

VII

Organizing and Systematizing an  
Advertising Department

Edited by WM. H. INGERSOLL

## FOREWORD

To treat the subject of organizing and systematizing an advertising department in a manner that is at once satisfying to the experienced practitioner with pressing problems on his hands, the man who is thinking of establishing a department, the student, and the local, general, and mail-order advertiser, is out of the question.

To plunge into the detail of practice is to leave the beginner at sea. To begin with the academic foundation is to try the patience of the practical advertiser. Compromise must govern.

A large volume would fail to cover the subject adequately, and even a brief treatment of the whole subject must include portions which are of small interest to any individual. The latter treatment necessarily omits any specialized description of advertising organizations by classes.

The experienced advertiser can afford to skip lightly over an academic presentation such as precedes the list of operations of an advertising department herein, and yet in my own experience the only way I have found of keeping out of ruts and avoiding deciding important questions without all the factors before me, has been to go back periodically and refresh myself by scanning the whole academic basis of my work.

To be "practical" is too often to "get started" before ready and to have one's opinion take the place of facts instead of having facts establish the opinion.

The pages devoted to management and control are an attempt to show an organized method of treating those subtle and elusive factors such as time and ideas, which all advertising men know are the most baffling problems they have to grapple with. The methods described are the best which my fourteen years have enabled me to work out, and so far as I know, such a treatment has not elsewhere been attempted in relation to advertising organization.

The portion devoted to system is merely a literal description of some of the common systems in use in advertising departments and is not in any sense original or complete, for such a treatment would require vastly greater space.

Advertising is a large word. A hint of this crops out in these pages. When we understand the phases which are now beyond us, advertising's usefulness in effectively spreading intelligence about what the markets offer will dwarf its past. It was in the hope of adding a mite to progress that this inadequate effort was undertaken.

Looking forward,  
WM. H. INGERSOLL.



## VII

# Organizing and Systematizing an Advertising Department

### What Organization Means

Organization is form—not substance. Form follows function—the wheel is round because it must roll, no matter what it is made of. The job determines the tool—a pocket-knife is admirable for its purpose but it cannot give a satisfactory shave, no matter how expert the barber.

Since form follows function, the question is, what does the advertising department *do*? From that we can determine its organization.

In so far as advertising departments differ in purpose, they should differ in form; in so far as they are alike in function, they should be alike in form.

Academically it can be said that the prime object of all advertising is the *influencing of minds*. Hence, all advertising departments have a common fundamental basis of organization.

The mediums to be used and the methods employed differ with the nature of the business, the people to be influenced, the manner of delivering the goods or service

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(through dealers or otherwise), the area to be covered, the conditions of competition, the stage of development of the market and of the individual business in its market and other similar factors.

Advertising departments may be classified into three main kinds—those of General or National Advertisers, Local or Department Stores, and Mail Order Advertisers, so that broadly we have three principal types of organization.

On academic grounds, it will be worth while to note the differences between Organization and System. Organization applies to function or purpose. System applies to operations or methods which can be reduced to routine. Organization implies a comprehensive treatment of the duties to be performed, division of the work into natural classifications, assignment to those chosen to perform the various classes of work, standardizing the duties of each individual, and supplying management that will carry out the functions and purposes for which the organization exists. System implies finding the most precise, simple, thorough, safe way of doing things that have to be done over and over again. Organization takes note of everything to be done, provides suitable talent, and assigns the work. System sees that it is done with regularity and without lost motion. Organization gathers in all the elements at the beginning, correlates and arranges them in an orderly, rational relationship as the parts of a mechanism so that they can mesh smoothly together. System is the oil that continues them running smoothly.

In practice, the line where organization leaves off and system begins is a hair-line so fine that it cannot be drawn, for the two are so interdependent that neither can exist wholly without the other and they are often regarded as identical. Yet it is not only possible but common to find examples of businesses loosely organized yet honeycombed with disjointed "system," degenerated into red tape. On the other hand, we find well-organized institutions performing wastefully for want of true system, though good system is less rare than good organization.

## FUNCTIONS OF THE ADVERTISING DEPARTMENT

### **The Academic Foundation of the Department to be Organized**

The function of the advertising department, like that of the sales department, is to secure business by making people want the goods, *i.e.*, it is mental influence. It doesn't matter whether the people to be affected constitute the public at large as consumers or dealers who in turn are to exercise their influence upon the public, the fact remains that sales result from leading people to a certain state of mind where they will do what is desired of them.

It is common to think of advertising in the mechanical sense of getting up advertisements and selecting publications or other mediums or "keeping before the public," but all these and other measures are after all only means to the end of influencing minds. To advertise successfully is

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to perform a mental "operation" on the chosen "patients" and everything that is done in the name of advertising has one or another of the manifold phases of mental influence as its basis—*i.e.*, getting attention, getting interest, etc., arousing desire or stimulating decision and action, and any consideration of the problem of organizing an advertising department without holding this ultimate object in view would be reckoning without the host. In due course, the "practical" measures of advertising organization must be treated, but since organization depends upon the work to be accomplished the development of our thought here must be traced from the fundamental and ultimate basis of all advertising.

### **Advertising is Expression—Its Three Sides**

Advertising in its nature is *expression*. It expresses ideas which lead the mind. It utilizes the best of the situation as regards its goods, other goods bidding for popular favor, and the state of the public mind to express such thoughts as will create impressions in harmony with the advertiser's plans. The most common criticism which may be leveled against advertising as it is now practiced is that it does not adequately assimilate and *express* the advertiser's message in a way to convey the most favorable impressions that the circumstances make possible.

Expression implies three things, namely, something to express, somebody to express it to, and a medium or language through which to make expression. Each of these is an important practical consideration to be kept

in mind. This is true of the composer with his conception to be expressed musically, his audience, and his medium, the instrument. It is true of the painter with his image to be expressed and his paints, oils, and canvas as a medium. It is true of the author and his book and increasingly true of the advertiser with his difficult message which must take account of the state of the market, competition, and many allied considerations, and with his complicated medium of expression including all forms of magazines, newspapers, billboards, letters, and the rest, requiring skillful manipulation of art, illustrations, colors, paper, ink, engravings, and a thousand attributes.

Little as it is recognized, advertising is one of the four or five great universal arts, and of these it is the most difficult for not only does it require a practical understanding of human nature and how it may be influenced, and of commerce, but also an appreciation of several other arts including those of the painter, the writer, the printer, and the organizer. To think then that an advertising organization can be improvised and set in motion on a mechanical basis is to miss the fine range of advertising possibilities. In practice today, of course, advertising is usually conducted with only a rule-of-thumb regard for the considerations here set forth, and although the art of advertising is not developed within a long way of the point at which an organization can be secured which will utilize all its possibilities, nevertheless even now it is invaluable in setting up such an organization to consider its fundamentals and the true functions to be performed.

### The Three Fundamental Things an Advertising Department Must Know

Three things then an advertising organization must know in order to impart the right qualities to its advertising expression, viz.:

(1) It must know its goods and to whom they appeal. A real knowledge of the goods includes a knowledge of all similar goods if such exist, their composition, origin, use, comparative characteristics, values, history of the industry, the marketing methods in use, and everything that will help to indicate the points upon which an advertising appeal might be based. It must know its house and the house spirit and ideals so that the advertising will be permeated with the atmosphere of its institution. The advertising must be like a great reflector depicting the viewpoint, liberality, service, motives, and standards of the house that sustains it. It must be *expressive*.

(2) It must know its public. This means that it must know people generally, how the public is constituted by classes as to age, occupation, etc., how the various classes live, their habits of thought, how they reach conclusions, where they are located, how and when they buy, what they read, how they may be reached, their buying power, what they know and think about the goods generally and in particular, and what will gain their confidence and stir them to action.

(3) It must know its medium, *i.e.*, its tools and materials.

In the sense of its present use, "medium" means not only all of the customary vehicles for conveying the advertising message after preparation, such as magazines, newspapers, sign-boards, car-cards, letters, window signs, theater curtains, catalogues, novelties, etc.; but also everything entering into the preparation of the message from paper or stock and their characteristics, oil, water color, pen and ink, crayon, and other types of illustration, engravings, color values, ink qualities, lettering and type, borders, ornaments, and how to combine them expressively through an understanding of optics; composition and the principles of advertising arrangement. Knowledge of media must include not alone the principal general classes, such as magazines, with their relative values for various purposes, their sphere of influence, where they go, etc.; but also a working knowledge of the individual mediums comprising each class, comparative costs, circulations, etc.

Advertising departments do not in "real life" apply themselves systematically to this formidable array of duties, yet unconsciously they do as much as they conceive to be possible or necessary in respect to analyzing the goods, the logical buyers and the mediums that reach them. As in other departments of life, however, they ordinarily drop into conventional customs or advertising ruts and against this narrowing human tendency any organization will find it broadening to check over the items in the foregoing list of possibilities. This has been found to uncover unsuspected openings by some experi-

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enced departments which have tried it and as a practical measure has warranted the inclusion of such academic treatment.

### **Reference Materials Suggested by the Fundamental Basis**

The organization to carry out the functions of the advertising department has a varied and complex lot of duties and operations to maintain.

In order that it may know the goods and have a source from which to derive advertising points, it should have reference books describing the industries involved and currently should secure the technical journals covering the field, both for the text matter and advertisements. It should also have on file the catalogues of competitors in the same and allied lines. From the sales department it should receive current market reports as to sales, market conditions, demand, progress of rival goods, etc.

For the purpose of studying its buying public the department should have the census reports so as to see the distribution of population by territories, sizes of towns, age, sex, occupation, wealth, education, nationality, religion, and other suggestive and informing classifications. Market and other reports will currently tell where business is active, etc. Commercial rating books and trade lists will tell about dealers or other outlets for distribution.

Information regarding mediums will require newspaper and other directories, files for preserving circulation statements, rate-cards, association reports, etc.; samples of paper stock, type books, and a variety of reference



material referring to the several phases of media as well as the authentic works on advertising technique and the current advertising journals.

### **Operations of an Advertising Department**

The actual form which an organization takes depends upon the operations which are necessary to express its message and somewhat upon the qualifications of the individuals who are to perform the work. Organizing means noting everything to be done, classifying it into natural divisions, assigning it to those who are to do it, and providing for management.

Reduced to an operating basis, the work of the department consists of planning the campaign, laying out the appropriation, coöperating with the other branches of the business, producing the advertising, ordering its publication, checking its delivery, keeping records of its production and results, stock keeping of supplies, filing its data, and carrying on its correspondence. Each of these items involves many operations, the nature of which is generally set forth in the following classified list. This list includes all of the ordinary functional operations performed by all kinds of advertising departments and includes numerous items that probably would not be found in any but the departments of large general advertisers.

The aim has been to make the list so comprehensive that it would cover everything required of any department, so that it would be useful as a reference table to all advertisers to assist in definitely classifying their work as

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well as suggesting the desirability of doing things which had been omitted. Small local advertisers frequently have no plans, no definite appropriation, no department. Nevertheless, they have to perform a considerable portion of the items below listed. It will help toward order and regularity to check such items and provide an organized way of looking after them. It might even stimulate them to plan their advertising on a better basis. The forms and suggested uses in the following pages will further explain most of the operations in the list.

### List of Functional Operations

#### Planning Campaign.

Studying the goods and services and their market.

Studying competition.

“ opportunity.

“ policy of appeal.

“ appropriation required to do the work desired.

“ the needs of the business.

“ to make the advertising “institutional” in flavor.

#### Laying Out Appropriation.

Study and choice of suitable mediums by principal classes, viz.:

Newspapers	}	General
Magazines		Technical
		Class
		Trade
		House organ, etc.
		Store windows
		Car cards
		Billboards
Display	}	Painted signs
Mediums		Painted walls
		Theater curtains,
		moving-picture films, etc.

Mail and “follow-up”

{ Lists  
Letters  
Circulars  
Catalogues, etc.

Programs, etc.

Sampling

Distributing { House to house  
From stores

Novelties and

Specialties

Compiling lists and data files as to rates, circulations, etc., of mediums to be considered.

#### Coöperating with Sales and Other Departments.

Giving notice of plans.

Supplying copies of “ads.” lists of mediums used, information as to how to extract “by-product” values, such as dealer coöperation, window display, etc.

#### Producing the Advertising.

Probing for ideas.

Designing advertisements.

Writing copy for:

Advertisements.

Catalogues.

Booklets.

Multiple letters, etc.

Originating illustrations, procuring photos, drawings, etc.

**Ordering.**

- Space and insertion of advertisements in publications chosen.
- Printed matter.
- Signs.
- Cards.
- Display advertising, etc.
- Procuring estimates.
- Keeping cost records.

**Checking.**

- Delivery of advertising ordered, insertion and space in publications, on billboards, etc.
- Bills for advertising.

**Record Keeping.**

- Records of all advertising ordered, by classes, time, etc.
- Amounts spent by classes of mediums, etc.
- Results of each expenditure.
- Files of all advertisements run.
- Records of mailings.
- Records of mediums used.
- Indexing of data and files.

**Stock-Keeping.**

- Inventory system with automatic reminder to avoid unintentional shortage.
- Storage of printed matter: Stationery, department's forms, etc.

**Filing.**

- Records of department.
- Customers' and prospective customers' lists.
- Correspondence.
- Photographs.
- Drawings.
- Engravings.
- Electrotypes.

- Suggestive "ads.," booklets, letters, etc.

**Competitors' literature.**

- Reference books.
- Clippings.
- "Tickler" system items.
- Data.

**Corresponding.**

- Routine correspondence of department.
- Following up inquiries, etc.

**Charging System.**

- Samples, etc., loaned artists and photographers.
- Drawings and photos sent to engravers.
- Engravings, etc., sent to publishers.
- Books, records, copy, etc., loaned to other departments.
- Time or service rendered to other departments.

**Disseminating Current Information.**

- Sending copies of papers as they come out to executives to note appearance, position, etc.
- Copies of circulars, form letters, etc., to list of interested parties as executed.

**Supplying Equipment.**

- Filing cabinets.
- Forms.
- Multigraphs.
- Addressing machines.
- Folding machines, etc.

**Maintaining Its Organized Form.**

- Standard practice system.
- Routine instructions kept up-to-date, etc.

We have been dealing academically. Now we come to the side of practice. There matters cannot be dealt with in mathematical order. Affairs refuse to arrange themselves so accommodatingly.

In the first place, there are more advertising departments to be reorganized than to be initiated from the beginning and conditions have to be taken as they are

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rather than from the ideal. Secondly, the factors of the problem are interdependent. One cannot be settled without the other and it becomes partly a matter of "cut and try." For instance, the organizing work depends upon what the department has to do and that depends upon the plan and the appropriation, and the appropriation cannot be determined without taking into account the salaries and operating expenses of the department itself, which as we have just seen cannot be determined without reference to how much advertising the appropriation allows and consequently what volume of labor will be involved in handling it. Thus the considerations run in a circle.

As a basis of estimate, the heavier items of cost are set down first. Ordinarily, in all but small organizations, the cost of *preparing* and *placing* the advertising runs from 15 per cent. to 25 per cent. of the cost of the advertising itself.

When the plan and appropriation have been tentatively settled upon, such a proportion should be set aside for the advertising "service" cost. If an advertising agency is employed, its charges should be deducted from the "service" allowance and the balance represents the amount available for the maintenance of the department and indicates how much of an organization it will support.

### **Laying Out the Work.**

The procedure in organizing or reorganizing the advertising department after the plan and appropriation are known is about this:

(a) Check over on the foregoing list of operations, those that will be required in discharging the duties of the department.

(b) Estimate the volume and amount of detail in each item of work, the time required to do it, and its frequency of recurrence.

(c) Throw the work into general classes, *i.e.*, that which is purely clerical, that requiring originality, executive ability, etc. Thus the amount of time of the various grades of employees and the number may be roughly ascertained. The card system, allowing a separate card for each operation, offers a convenient method for this calculation.

(d) Combine the various duties into consistent groups for assignment to the individual employees and test out in actual practice.

In this process we have taken account of everything to be done, have seen the quality of talent required, and have definitely placed responsibility, thereby avoiding confusion, oversight, and duplication of effort. Furthermore, we have provided against burdening high-grade employees with clerical duties and we have laid the foundation for the easy preparation of "standard practice" instructions and standard "duty lists" for each employee.

### STANDARD PRACTICE

#### **The Standard Practice Manual.**

The wide range of activities of an advertising department of any size involves such a varied and complex

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lot of duties with such an immense volume of detail to be remembered, that time and money will be saved by thinking out once just how everything is to be done, and committing the routine to paper in the form of a standard practice manual. This can be done by requiring each employee in the early stages of the organizing experience to make note on the card list of duties assigned to him, of every item and operation found necessary in the discharge of those duties. In this manner an itemized "inventory" of all the steps required to carry on the departmental work will be collected. By discussion and supervision, lost motion can be eliminated, misunderstanding and indecision cleared up, and the whole routine assembled in a set of descriptive instructions which will become the standardized code for conducting the work.

New employees can then be quickly and definitely instructed in their own duties and can be made to appreciate their relationship to the organization as a whole. The following is an excerpt from such a standard practice manual in use by a large advertiser of cigars and illustrates the system.

### Checking Newspaper Advertising

The following routine must be observed:

1. No entries shall be made in the record book except from orders issued by this office.
2. No bills shall be passed without checking in total as to number of advertisements and amount of space in comparison with our orders.
3. Other information must be billed in the book covering  
Source.  
Frequency.

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Date first issue.

Date last issue.

Period.

Rate.

Approximate total space.

Estimated cost of space.

Kind of electros.

4. When bills are received they must be checked and entry made opposite the word "Entry."
5. The checking must be done first from the total checking sheets accompanying the bill to see that number of advertisements, amount of space, dates, etc., correspond with order.
6. Additions for total amount of space must then be checked up and compared with the amount on the bill.
7. Then the rate charged for on the bill must be checked and the extension at the proper rate must be checked.
8. Where a bill only accounts for part of the order room must be left for notation of following bills which will complete the order.
9. The information as to the date of last issue, approximate total space, estimated cost, etc., must either be figured by ourselves or information secured from our agents at the time order is issued.
10. When bill is O. K.'d the amount that we pay for space must be entered under the column headed "Amount Billed For."
11. When the bill for electros comes it too must be entered under the column "Cost of Electros."
12. When special bills for composition of names, cost of slugs, etc., come in, they must be checked and filled in under column headed "Cost Special Composition."
13. When bill for express charges on electros comes in, it must be entered under the column headed "Express Charges on Electros."
14. Each month the total cost must be figured up not later than the 20th of the month for the preceding month.

**Special Note.** Hereafter all orders for advertising will be numbered; the agents will be instructed to put our order numbers on the bills, and then the checking will be explicit.

### Standard Practice—"Duty Lists"

When the standard practice instructions covering the whole operation of the department have been prepared, it is easy to select and assign the items from it which are to be performed by each individual. This need be only in

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the form of a list of duties, the detailed instructions for which may be found in the standard practice manual.

This not only gives a basis for judging the worth of each employee by the amount and character of work contributed to the organization, but it also makes for precision, regularity, and promptness.

Moreover, when an employee leaves or is absent, it insures that his work can be taken up by another without danger that essential items will be dropped, forgotten, or varied from the customary and standard method.

An example of such a list of duties is shown by the following, supplied by a large user of railroad sign-boards:

### J. J. GIFFORD

#### DUTIES

##### Railroad Bulletin—Sign Boards

###### Leases:

Renewing vouchers for, filing, etc., following up. Special correspondence on.

###### Main Records:

Weekly, monthly, etc., cost records of painters. Checking items in books. Filing bulletin reports, leases, etc.

###### Miscellaneous Records:

Checking of lists to see that all boards are done, keeping locations up to date, lost boards, moved boards, new property owners, etc., etc.

Supplying signmen with material and keeping track of signmen's stock.

###### Period Advertising:

Checking advertisements that come in, filing in scrap book, etc.

Care of magazine files. Distributing of newspaper and magazine mail.

Care of newspaper circulation files.

Entering magazine orders.



## Miscellaneous:

- Scrap books, filing miscellaneous clippings and record of clippings received.
- Attention to tickler.
- Care of engravings and electros.
- Care of proofs.

## Organization Chart

To visualize the functions and operations and the delegation of the duties of the department, an organization chart will be found of assistance.

Such a chart is illustrated by Exhibit 3.

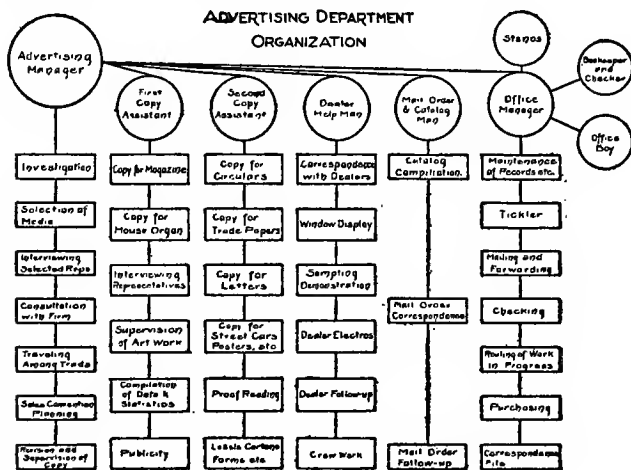


Exhibit 3

By courtesy of the *Business Bourse*, N. Y.

The form of the chart may be varied to show the relationships as they actually exist between the advertising department, the general office management, and the officers or administration of the business.

## ORGANIZED PLANNING

### **Management and Control**

Shall the ideas and methods that are ready at hand be accepted as sufficient to base the advertising campaign upon; or shall some regularly organized method of comprehensively canvassing all the promising possibilities be systematically followed?

Is it not true that in practice, plans suggest themselves and are pressed into use without stopping to consider whether they could be amplified or are the best available?

Each business has its own peculiar relationship to its possible public—its own opportunity in part contributed by the openings left by others.

Returning for a moment to the three fundamental things the advertising department must know, viz.:

Its goods and service

Its public

Its mediums

What do these suggest as a groundwork for organized instead of impromptu planning?

An advertising department will be able to seize upon the features of the situations which furnish real strength of appeal, if it is thoroughly primed with information as to its goods and service in comparison with others open to the public. Such knowledge requires patient study, but its reward is certainty in place of chance.

Detailed tables of comparison showing just what the various parts of goods are made of, the processes used, the differences that develop in styles, prices, varieties, etc., will bring out the "talking" points and suggest methods of treatment and illustration that a superficial survey could not disclose.

The tables should include comparisons of the "service" features which may often be made the deciding factors in the success of a campaign,—such items as marketing methods, delivery system, ease of inspection, trial, repair, guarantee, etc. In local stores the service is likely to be the chief distinction, together with other intangible elements such as discriminating taste in choosing styles, knowledge of markets and of the communities' needs.

Such an analysis of the goods and service also helps to identify the logical purchasers. It is wasteful to go blindly after the general public if there are segregated classes in large numbers to whom one may make a special appeal.

When one understands his goods he gets a hint as to who needs them.

Then let him look to the second of his fundamental problems—his public.

Even the general advertiser, with a line of goods appealing to a large proportion of the public, can gain by analyzing the public into groups or classes to see if his appeal ought not to be varied to be more direct to each than his broad claims upon all.

Eyeglasses are not confined to any special class for use, as agricultural implements are confined to farmers—yet

eyeglass manufacturers found it possible to segregate the public into classes composed of much higher percentages of users of their product than the general public. Age was one of the classes. Certain mediums were found which went mainly to older people on account of the nature of their contents. Occupations furnished other divisions. Some occupations are more trying to the eyes and require more frequent use of glasses. Vocational mediums reached these classes with direct appeals. Geographical divisions were also possible. The cities with indoor life and artificial light furnished more concentrated markets.

Any advertiser who will take the whole public and subdivide it with the assistance of the census reports for the country or city and with other principles of classification, will be repaid. Often whole classes who may be directly interested will be disclosed or more direct avenues of approach made apparent.

The details given under the head of "The Three Things an Advertising Department must Know" in connection with the "Functions of the Advertising Department" will now be found suggestive, together with the reference material there mentioned.

Having analyzed the goods and the public, one is prepared to select mediums intelligently on the basis of their fitness to carry the message in suitable form to the right people.

All the general classes of mediums are listed in a foregoing section relating to the "Operations of an Advertising

Department" under the head of "Laying out the Appropriation."

The first question is to decide whether magazines, newspapers, farm papers, dealers' window signs, billboards, etc., are best suited to the purpose, singly or in combination. Then it becomes a matter of selecting the most suitable individual mediums in the classes selected. When the logical buyers have been located as to whether they are in large towns or villages, rich or poor, factory workers, professional men, native or foreign, etc., it is plain that corresponding information regarding mediums should be secured as completely as possible.

The expenditures can then be devoted to direct appeals instead of "firing in the air."

As a matter of fact, much information desired cannot be exactly obtained, but that is not a reason for not getting what can be had and its use will give a great advantage over the competitor who ignores it entirely.

There are many sources of information but none more to be prized than customers already obtained. Traveling among them, learning the state of their opinion, their experiences, just how they use the product, why they purchased, what they would advise their friends if asked, etc., will suggest a fund of advertising material. When goods are sold through dealers, they are also to be interviewed. The regular system of the department ought to keep the advertising manager in touch with the customers both by mail and direct contact.

### **Thought in Tabloids**

The live-minded advertising man is constantly stumbling upon and also working out new conceptions pertaining to all parts of his work. Sometimes they will apply to opportunities open, sometimes to the processes of getting up advertisements, but he realizes that in his mind's eye for the moment he sees a relationship of permanent value which ought to be assimilated in his work. He knows that frequently he will have either to work the thought out again as occasion calls for its use, or else that he will lose it. It is a treadmill process to have to think back over the same ground each time the conception may be called into use, and it will pay to commit the essentials of the thought to paper and keep it for reference.

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An example of this is shown in the diagram herewith (Exhibit 3a). This is a reference table giving many of the relationships of the specific business for which it was originally worked out. When the advertiser wished to press for business after having once worked out all of the feasible methods and arranged them on this chart, it was no longer necessary for him to grope for the ways he would follow. He simply referred to the chart and it suggested to him everything that was available and had the relationships graphically established, so that if the weakness was in the trade the means of stimulating trade interest was suggested. If it was public demand that lagged, all

**BUSINESS-GETTING CHART FOR A SPECIALTY MANUFACTURING BUSINESS.**  
 SHOWING, IN A FAIRLY COMPREHENSIVE WAY, THE AVENUES THROUGH WHICH BUSINESS MAY BE SOUGHT  
 WHEN THE POLICY OF SELLING THROUGH THE TRADE HAS BEEN ADOPTED.

OBJECT	DEPENDS UPON		
Maximum Volume of Business	No. of Dealers handling goods (a) Jobbers (b) Retailers and Maximum Sales by each	Value in the product { Pressure on the dealer by public demand for the goods } Accomplished by letting the public know the merits of the product in all particulars, which is { Advertising } To be secured by: (1) Creating demand among his trade (2) Securing support of his salesmen or clerks (3) Furnishing him with materials for displaying and moving the goods (4) Supplying him with printed matter (5) Getting him to make efforts himself (6) Keeping before him Letters Mail Series Trade papers House organ (7) Pleasing service	Consider: { Timeliness } { Seasons } { Special events } Choose the most suitable of the following media, with especial reference to the locality and class of people to be reached: Newspapers { Selection } Copy Reading Notices Display Adver- tising Position Magazines { Windows } { Billboards } { Painted Bulletins } { " Walls } { Street Cars } { Theater Curtains, } { " movie " } { " etc., etc. } { Inside Stores } { Show Cases } Display Advertising { Circulars } { Dooklets } { Letters, etc. } Mail { Programs, etc. } Sampling { House to House } { From Stores } Distribution { Novelties } { Personal Solicitation }
In choosing dealers where all cannot be secured consider:	Location of store Appearance of store General reputation and popularity Class of goods carried Kind of display windows Supplementary considerations: Salesmen's influence Work on influential and traveling elements of the public	Co-operation of Dealer Jobber Retailer Prompt correspondence Courteous treatment Willing rectifying of errors, etc.	

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of the mediums for reaching the public were before him, and it was merely a matter of choosing the best. Thus the chart was used almost daily and saved the labor of going back and thinking out the same thing over and over again.

### PRINCIPLES OF CRITICISM

(1) Legibility—

as to:

- (1) Eye
- (2) Mind

- (2) Consistent choice of illustrations, decoration, and type matter to express thought of ad.
- (3) Consistent sizes and shapes.
- (4) Consistent balance of attractions vertically and horizontally. Horizontal balance should be judged from optical center.
- (5) A consistent movement to bring out the *leading* fact.
- (6) See that emphasis or stress is placed in sequence. Three is the best sequence before starting a new thought.
- (7) Every ad. must be a unit in thought and expression.

Exhibit 3b.

Another example is shown in Exhibit 3b, which is a tabloid of the principles of criticizing the advertisement as to its appearance. This is a chart culled out of that invaluable book published by the Advertising Men's League of New York under the title of *The Principles of Advertising Arrangement*, by Parsons. The advertising



manager and others must criticize the appearance of advertisement proofs many times a week. If they have an organized way of going about it, it will not only give thoroughness and comprehensiveness, but will save much time in gathering one's thoughts and making a direct effort. The meaning of this tabloid is clear to anyone who has mastered the contents of the above-mentioned book, and similar tabloids covering other phases of advertising arrangement can be made to express the main intent of the subject in a few well chosen diagrams. The advertising manager who will preserve his thought in a reference book of tabloids that have particular value and significance to him, will be organizing his thought in such a way that when once done it is ever afterwards at his disposal for instant use again.

**POINTS IN PLANNING CAMPAIGN**

FOR \_\_\_\_\_

<p>Who uses or ought to use the goods or services offered?          Analysis of the goods or service as to:</p> <p style="padding-left: 40px;">utility          necessity          luxury</p> <p>Occupation      Nationality          Location        Wealth          Age                Culture          Sex                Education          Religion         etc.</p> <p>How reached?</p> <p>What appeal—what medium?</p>	<p>Does the message require much argument, illustration, and large space?</p> <p>Does the situation call for great frequency?</p> <p>Is there a necessity to dominate?          Is there a dominating rival in field?</p> <p>Which of rivals are most direct competitors?</p> <p>What is the biggest opening?</p> <p>General or sectional market?</p>
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All-year or seasonal purchase?

How often repurchased?

Is the market for goods of this general nature already developed and this only a preference for the particular product created, or is educational work to cultivate a need required?

What is the knowledge, impression, and attitude of each of the possible classes of purchasers toward the particular product advertised?

What are the particular differences between this product and similar ones as to value, use, durability, style, accompanying service, ease or convenience of purchase, guarantee, selling points, etc.?

Wherein does the spirit of the house behind the goods differ from that of competitors?

What lines of effort do competitors take as to appeal, mediums, argument, etc.?

What opening do they leave as line of least resistance?

Dealer influences?

Will buyers be influenced most by argument, illustration of uses, colored picture, showing goods, demonstration, etc.?

Is the purchase of such goods an important item to users as a piano or automobile or incidental as cigars or soda biscuits, and will people go out of their way to investigate and secure or will they take the easiest way?

What determines the sales in most cases, reason or habit?

### Management and Control

Management, whether in a grocery store, a law office, a factory, or an advertising department, is always the baffling element.

Management is a thing apart. It isn't law, or groceries, or advertising, yet it must be applied to each. It is the large strategy which deals with the controlling factors in a situation and makes the most of technical expertness, applied in detail. Technical skill might prepare an excellent advertisement but poor management rob it of result by publishing it at the wrong time or in the wrong place or to the wrong people.

Management has to cope with such intangible elusive elements as time, ideas, opportunity, and weaknesses of human organization—things which well-nigh defy classification, bottling, or labeling. It is the more difficult to apply to the advertising department because of so many other questions which cannot be definitely answered, ranging from the size and character of advertisement, which will be best, to the value of mediums, “position,” and frequency of repetition.

We are just beginning to recognize that management is an art by itself, based upon efficiency principles and capable of separate study and mastery as its fundamentals are discovered.

It is, of course, beyond the scope of this bulletin to attempt any comprehensive treatment of the subject of management, except to make suggestions for meeting a few of the most persistent general problems of management in an advertising department.

## SOME REAL DIFFICULTIES TO BE ORGANIZED AGAINST

### **Isolation**

One thing from which many advertising departments suffer, is isolation. They are not intimately enough in touch with the rest of the business to be able to reflect the institution whole-heartedly. They do not know its plans, its aims, well enough to shape the house message on an

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institutional scale. They are kept in a literal and unimaginative attitude, thinking of and describing the inanimate products of the business in a materialistic way, without sensing and expressing the larger things which the business stands for—what it contributes to its community, country, or trade in the way of better standards of service, new ideas or methods of doing things, quality, value, or whatever is the distinguishing trait of the house in its field. And sometimes the absence of contact leaves the advertising department to simulate in an artificial, unreal, or flamboyant manner what would be sincere and convincing if based on the inspiration and enthusiasm which is contagious in any organization in which service, vision, and the spirit of progress are alive.

Instead of being left to chance, the time of the responsible head of the advertising department should be organized to include systematic conferences with the heads of other departments and should be present in the general conferences where plans and progress are discussed, so that the house spirit may be breathed into what he produces and interpreted to those who assist him. Such conferences also will enable him to kindle a better appreciation of the advertising department and its needs and how its activities may be utilized in all the branches of the business. This mutual understanding will stand in good stead when the advertising appropriation is under consideration.

Time and its organized use, to overcome its absorption in pressing routine, to the exclusion of more fundamental

matters, is discussed in the paragraphs relating to organizing time and thought.

### **The Never-Answered Questions**

The questions which are never answered, constitute another and often unrecognized advertising problem, resulting in a drifting instead of a controlled administration of the department. Until cause and effect are definitely connected, there can be no such thing as assured progress.

There are always uncertainties, and usually wide differences of opinion, as to which of the many courses open to the advertiser will be the most productive. They may apply to broad matters of policy, such as whether general or class mediums or both are to be employed, whether large or small towns offer the better field, whether such matters as substitution will be treated or ignored, etc. Or they may apply to more detailed matters such as the choice of points upon which the appeal is to be made, whether the "ads." are to be argumentative or impressionistic, etc.

In the early stages of the experience, there is usually not enough information to base a positive judgment upon, because nowhere are such experiences of others as might throw light on the situation available for study, and because there are always new elements entering into the problem of each advertiser. So that up to this point no better mode of procedure is open. Too often, however,

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the same questions remain unanswered year after year and are always the subject of conflicting opinions because at the time of adopting the course selected, measures are not studied out for taking observations as to the result as compared with what the results might have been had promising alternatives been selected, or even to distinguish the effect of various important moves in their relative influence upon such results as are secured. Many advertisers make no progress in determining the comparative value of newspapers, billboards, various styles of copy, etc.

At best there will always remain many unanswerable questions, which leave much to intuition, conjecture, personal opinion, and prejudice, but progress requires that the limits of the unknown be systematically narrowed by the expensively purchased experience, instead of allowing precedent which was not solidly established in the first place to become habit in governing the continuous expenditures.

The organization and system of the department, therefore, ought automatically to provide that nothing be undertaken without being accompanied by the best efforts that can be devised for measuring the effect produced.

A large general advertiser spending over \$60,000 annually on display signs and fixtures furnished to dealers, had no definite idea after ten years as to which were the best styles of displays and then found it only necessary to install a simple system of filing a card with brief notations as each display was sent out and having the

card come up on given dates as a reminder to look up the dealer's purchases and compare with previous results and make inquiries, and then to aggregate the various results periodically in order to get an intelligent basis for judging of what was wasteful and what was productive. Later different fixtures were placed in different territories and the general results observed before deciding upon selections.

A department run without a definite system of checks and signals is like a powerful motor car without flexible steering apparatus.

### **The Test Tube Idea**

The "test tube" method of laboratory procedure is adaptable to the advertising department's problem of eliminating the less desirable of the possible alternatives before it. If the chemical scientist wishes to compound a mixture for a given purpose, he does not wait until the very minute that the whole quantity is required and then hurriedly mix a large mass upon guess or intuition, even though he knows a great deal about each of the substances to be employed. Instead, he takes a test tube and mixes a small quantity and tests it for its purpose. Then he tried other combinations on this miniature scale under known conditions and with careful records of proportion and each change, until finally he strikes the compound best suited to his purpose.

Similarly, the advertising department, by listing its unsettled questions, can establish a little experimental or

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research bureau, to be working always a season in advance of the main campaign; the advance guard, as it were, of the main army, exploring the field and charting the way.

Thus, just as the chemist avoids wasting a large vat of materials in perfecting his compound by doing the same thing in his test tube, so the advertising department by miniature campaigns can find out which are fruitless and conserve the main appropriation for its most effective use. This is equally true as to the three divisions of the department's work, *i.e.*,—the message, the choice of the prospective purchasers, and the mediums to reach them. By testing contemplated ideas of advertisements on a small scale, as to the style, size, illustrations, etc., keeping other factor as constant as possible, the effects can be observed. Even the general advertiser, with the coöperation of local dealers, can remove much uncertainty by local experiment. The most profitable classes of the public for the advertiser's purposes can be tested, or the best localities, by experiments with small numbers of various classes, and finally the various mediums can be tested out on a small scale either by general classes such as trying billboards in typical locations, or typical farm papers, or circularizing a small list before going into these mediums heavily. It is not to be supposed that such exactitude as the chemist reaches is possible in advertising, but standards far in advance of mere guesswork are attainable.

The aim of the advertising organization, therefore, on



account of its uncertain ground, should be not only to establish tests for all that it does, but as far as possible to test in advance.

### **The Waste of Ideas**

Ideas have a way of appearing at inopportune times and it is ideas that advertising is made of.

It may be in a chance conversation, at a social function, a play, in a conference, from a book or from a salesman's or customer's letter that a really important idea bursts forth while one is engaged in something in nowise related to the idea. At the moment it is vivid, vital, full with detail and definitely applicable in a useful way to some phase of the advertising program. It seems as though so illumining a thought cannot become dull, lifeless, and vague or fail to recur to one at the opportune time, and so the mind passes it into the subconscious chamber before it is indelibly fixed in the memory, and goes on with the subject in which it is consciously engaged.

Advertising men will agree that it is not when they sit down laboriously to conjure up ideas that the most natural and serviceable ones occur. It is when they are occupying their normal relationship to life and its activities that the truest thoughts come.

Moreover, one of the greatest wastes in any business is the valuable ideas that come and are lost because not reduced to "captivity" at the instant of their occurrence.

Surely the organized system of the department ought to include an attempt to save all that it can of this subtle

property which ebbs away through the meshes of the mind.

It is not only stray thoughts that escape, but likewise well-developed and definitely considered moves are often forced gradually into the background through preoccupation and lost sight of until recalled by the course of events which make their oversight conspicuous.

Improvement in the method of conducting some branch of the work may be perfectly revealed just after the effort is over, but be not available for use again until the same period in the following year. How is it to be not only remembered but also brought to mind at just the time that that effect should be inaugurated again?

The combination of (1) an ever-present pocket memorandum system, (2) an automatic memory "tickler," and (3) a carefully classified idea and data file constitute as nearly adequate a system as can be devised for accounting for these intangible assets.

### **System of Accounting for Intangibles**

Every business concern is particular about having an elaborate accounting system for keeping track of the material objects, *i.e.*, the goods and money, it possesses, yet these perfectly visible things which can be kept under lock and key are accumulated as a result of ideas and the application of ideas, of which little attempt is made to keep thorough records.

An organized effort based upon the same accounting principles in use by the regular accounting department to

keep track of goods and money, is workable and worth while as applied to these intangible assets.

### **The Pocket Memo.**

Let each of those in the productive side of the department make a practice of always carrying pocket memorandum pads or loose-leaf binders. When an idea comes let the habit be formed of noting it in sufficient detail at the first chance (which even at a social function can usually be gained within a few minutes) to recall it effectively upon return to the office.

In the department routine, let the manager each morning collect all the memoranda and for each suggestion dictate as fully as necessary its essential features. If there are clippings or other references involved let it be noted on the memo. and the exhibits filed in the data files.

At the same time let an arbitrary figure, estimating the worth of the idea on a scale running from 1 to 100, be assigned as its value so that accounting methods based on figures can be applied in keeping track of it.

Let a clerk with some understanding of accounting principles be assigned the duty of keeping account of these records.

### **“Charging” Ideas**

When a suggestion is not to be immediately used, the memorandum is charged into the asset account which is subdivided into suitable classifications, such as “Copy Ideas,” “Display Suggestions,” “Selling Plans,” etc.

By "charged into" is meant that on the card ledger principle, the "memo." is filed in its proper division and provision made for automatically calling it up for attention at the time it will be of value, just as the bookkeeper "tabs" accounts for attention and collection when due. For use in making these memoranda a "5 x 8" very light weight card is recommended, each one numbered.

The asset account becomes the treasure house of stored-up ideas which can be referred to according to subject any time and which cannot be forgotten because they thrust themselves forward for attention at the time of their usefulness.

### **Wider Application of the System**

If this description has been construed as applying only to the rather fragmentary and incidental ideas that come by chance, it is not understood nor are some of the most valuable by-products of the system yet explained.

It is in the conferences, directors' meetings, and the department discussions that ideas of fundamental importance are evolved, questions to be settled arise, policies to be worked out dawn upon one, and all these and similar problems can be reduced to form and handled through the accounting system.

A complementary feature of the system, however, is that it not only takes account of the incoming suggestions and assimilates them but also it keeps track of them as they come up for action and are given out as assignments to be worked up by the members of the department.

### Charging Assignments

How many times a week does every business man discover that duties he has given out to be performed without keeping a record of the assignments are lost sight of, forgotten, delayed, because "too busy"!

To overcome this let an account be opened with each member of the advertising staff.

<b>Interior Accounting of Intangibles</b> ROBT. H. INGERSOLL & BRO.		
Order No. _____	Terms _____	Due _____
		Dr.
<small>To responsibility for the following work, this obligation to be discharged under above terms and an extension of time to be secured in writing if necessity requires -&gt;</small>		
<b>INDEXED</b> L J T		

Exhibit 4

As ideas come in and are charged to the asset account they are at the same time credited to the individual contributing them.

As they are taken up for action they are charged to the one who is to do the work. The assignments are made on regular invoice forms (see Exhibit 4). The individual is billed with the commission. The only way he can pay the

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bill is to deliver the work and get the bill receipted. The assignments are given out with "terms" specified. Their importance is indicated by the amount for which they are billed. If the work isn't delivered within the time specified on the bill, the "accountant" or schedule clerk goes after it when the carbon copy of the bill comes up for attention. All "overdue" bills are referred to the manager for "collection." As the "jobs" are delivered the carbons are marked *paid* and transferred from the individual's "live" account to his "paid" account.

Monthly statements of the standing of the asset and individual's account are made up and disclose many of those obscure conditions which would not otherwise come to the surface.

Now what are some of the valuable features of such a system?

It shows who is contributing the ideas and doing the work. It prevents suggestions from being lost or forgotten at the vital moment. It prevents assignments from being slighted or delayed. If too much work is being given to particular members of the staff it becomes apparent by the number of carbons of "bills" and the totals stacking up in their live account. It shows whether the ideas and operations of the department are going too much in one direction. It shows just what work is under way at any moment and who has it. As time passes the records become an invaluable reference place and an evidence of what has been accomplished in the department.

### **A Rational Basis of Promotion**

Perhaps most important of all, it insures credit being given to the members of the organization who deserve it and removes promotions from the realm of mere speculation or personal preference to an intelligent merit system. It stimulates ideas and makes thoughtful and observant individuals. It puts the individuals on the basis of fair and healthy rivalry when every one of them knows that an inventory of their performances is being kept and that advances are made for services actually rendered. With such a spirit present in a department, one of the chief problems of management is solved, viz.: that of injecting enthusiasm by providing the right incentive to interest and industry.

Such an accounting system may be kept as simple or made as elaborate as the requirements of the department indicate, but it deserves as much respect and care as the regular accounting department of the business.

It dovetails with the "standard practice" system already described which lays out and assigns the regular routine but leaves to the "accounting system of intangibles" the duty of looking after the special work arising to be done, and, where desired, itemizing the detail of the routine assigned in blanket form in the individual's list of duties.

### **Data File and Index**

The ability of the advertising department to put the intimate touch of reality into its advertisements and its circulars and letters to consumers or dealers, depends

upon having at hand the right information at the moment that it is needed. Invaluable material, all kinds of suggestive data, are passing before the eyes and through the hands of the advertising staff. Items in newspapers which disclose the real attitude of the public mind, or give some instances or examples which can be turned to advantage, articles in trade papers and advertising papers, catalogues and circulars of other houses—both in competitive and non-competitive lines—are full of suggestions, and it is merely a question of whether the painful duty of thinking out a scheme of preserving this array of material where it can be found at the opportune time shall be performed, or whether the potential wealth shall be permitted to slip away and leave nothing more substantial than vague dissatisfactions and much-needed data which has been seen but cannot be located at the moment of its value.

A system of data files to supplement the system of Accounting for Intangibles meets the need and completes the equipment of the production division of the advertising department in the way of resources of suggestions. There is a shade of difference between the ideas and schemes for future use which are committed to the Intangible Accounting System for safe-keeping, and the multitude of interesting and perhaps useful items and data which are worth preserving for indefinite periods in the data file. The former are more definite; the latter are kept against emergency and because in the total they represent an array of information of unquestioned utility, although



no one can foretell which item may be of value at any particular time, and much of it will never be used and must be systematically culled and discarded every few months.

The difficult thing in establishing and maintaining data files is the necessary system of classification and indexing, without which the material becomes merely a conglomerate mass, the particular items of which cannot be referred to in a direct and practical way.

All of the members of the department will have use for the contents of the data file if the particular items needed can be located quickly, but the human mind is such that if an effort is required each time, the material will be neglected. So important an ally to effective work has the good data file been found in experience, that some houses have highly perfected systems of classification and indexing. The most thorough and satisfactory system and the most economical in the end is that based upon the principle of the library classification in use in public libraries wherein any book may be instantly located or all of the resources of the library upon any given topic will be found associated in the index.

There are three fundamental main divisions for the data file which contains so great a variety of material that it requires vertical letter files for reports, clippings, sample letters, etc.: card index files for the index cards, bookcases for reference books, technical journals, etc., and storage space for samples, for signs, fixtures, etc.

The index to the data files may be considered the basic

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feature of it because here in one set of file drawers may be found reference cards to all of the resources of the file. Every time that a book or catalogue is added to the files, one or more index cards will be made out and filed in the index.

The wide dissemination among all departments of the business of all advertising matter gotten out will help to make the advertising department a more living feature in the minds of the other branches of the house. Advertising is the speech of business. It is the house's expression of itself, its ideals, and its product and service. What the house says should be the intimate information of all of those who contribute to these things. Several houses have found it of immense value to get enough proofs of advertisements to post them throughout the company's factories so that the operatives there could see what was being said about the goods which they labored to produce. It gave them pride in their product; it made them strive for higher standards of excellence to know that the selling end of the business said so much for their handiwork. It connected them with the business interest by having them feel that their work was recognized. It gave them opportunities for suggestions which were invited. The claims set forth for the service of the house stimulated the shipping departments and other branches of the business to higher efforts in order that they might live up to the standards proclaimed. Thus through every department of the business the proper dissemination of the advertising statements of the house will lift all to better

efforts and will bring forth many criticisms and suggestions.

Another detail may be indicated by having an organized way of circulating the publications containing the house advertisements and samples of printed matter, etc., as they arrive, to the executive heads of the various departments. As a convenience in circulating periodicals about the office, a slip may advantageously be pasted on the paper when it arrives in the department, this slip to contain the initials of individuals or the names of the departments whom it will be desirable to have the advertisement shown to. Such a slip is illustrated by Exhibit 4a.

**FILE COPY**

**RETURN TO ADVERTISING DEPT.**

**DELIVERY CLERK:** Please deliver this book to individuals whose initials are numbered below, in the order numbered:

<b>R. H. I.</b> .....	<b>O. M. G.</b> .....
<b>C. H. I.</b> .....	<b>R. A. P.</b> .....
<b>W. H. I.</b> .....	<b>J. O.</b> .....
<b>A. R.</b> .....	<b>A. S. T.</b> .....
<b>R. A. G.</b> .....	<b>H. M. G.</b> .....
<b>T. F. P.</b> .....	<b>Library</b> .....

See page Clip? Yes-No

Exhibit 4a.

A weekly bulletin may also be issued to advantage by the advertising department to the other departments of the business and its branch houses, salesmen, etc., telling the plans that have been made during the week and the

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advertising which has appeared or is about to appear, and giving all the information necessary for full coöperation.

The same process is followed with respect to every clipping or other item added. For example, if an article touched on some successful form of advertising appeal and its use in certain mediums of interest, an index card would be filed in the proper classification referring to the production of advertisements and also to the mediums, and if the names of the company using the advertising and the names of the mediums used were quoted, cross index cards giving these references would be filed, so that at any future time, no matter in what connection the information might be remembered, either as something that was done by a certain house or something that appeared in a certain medium or advertisements of a certain type, an index card would be easily found which would refer one to the exact file in which the material was to be found. It takes but a few seconds to make out the additional cards, the doing of which may save much expensive time later on.

The three main divisions of the advertising department's file will naturally be those relating to the message, the public, and the medium. Everything relating only to getting up the advertisement, analysis of the goods, history of the industry, will be classified under the first division. Items relating to an analysis of the public, lists of prospective purchasers, would be classified under the second division; and all items such as information on mediums, circulation statements, prospective mediums,

samples of paper, ink, catalogues, sample copies of paper, etc., would be filed in the division relating to mediums.

There will be other classifications, such as general for filing notes of conferences, departmental reports, etc.

The subject of classification is too involved for satisfactory treatment here, but is so important and so suggestive and so helps to clarify thought, that a careful study of a book on the subject ought to be made by every advertising manager and by his file clerk. The Dewey decimal system is the one in use in libraries, and Dewey's book may be referred to there, but for practical purposes perhaps the best book is *Filing Systems* by E. A. Cope. Of course the classification must be based upon the business it is to "fit," after which adaptation of the Library principles may be made. Library systems may be worked out by individual companies along the line of the one shown for the advertising section of the data files of one company, illustrated by Exhibit No. 4b below.

### ADVERTISING

- 40. Advertising in General. (Ethics and Abuses.)  
(General Reports.)
  - 40.1 Advertising Plans, Policies, and Important Memos.
  - 40.2 Relations with Agency.
- 41. Organization System and Equipment
- 42. Producing the Advertising
  - 42.04 Advertising English.
  - 42.1 Timepiece History and Development Peculiarities and Technicalities of Timepieces in General .
    - 42.11 Firm's History (see also 42.63).

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- 42.2 Analysis of Product and Service (pointers on special models (see also 38—33.22).
- 42.3 Public and Seasons.
- 42.4 Suggested Subjects, Arguments and Copy.
  - 42.41 For publicity ads.
  - 42.42 For Trade ads.
  - 42.43 For D.O.S. (for sample of ads. run see 53).
- 42.5 Captions, Phrases, Starters.
- 42.6 Testimonials, Press Notices.
- 42.7 Examples.
  - 42.71 General Publicity.
  - 42.72 Trade.
  - 42.73 D.O.S.
- 42.8 Lay-out and Type.
- 42.9 Illustration and Display; Color.

(This section 42 is designed to contain all of the data that will be helpful for anyone who is writing ads., and which will also preserve all ideas that come up at odd moments which will be needed by the ad. writer. The Advertising and the Sales Dept. should be on the lookout for all such things.)

Reference should be made to the complete file of Ingersoll ads. in 50.0 and also to Sales Talk 33.3 for further data.

### 43. Mediums

- 43.01 Mediums Available.
- 43.1 Publications.
- 43.2 Direct by Mail (catalogues and circulars).
  - 43.21 Special Mailing Lists and other lists.
- 43.3 Outdoor, Street Car and Electric Signs.
- 43.4 Moving Pictures and Slides.
- 43.5 Exhibits (at conventions, fairs, etc., Dept. Store Booths).
- 43.7 Special schemes and Specialties.
- 43.9 Dealers' display helps; signs and fixtures, window cards and posters.
  - 43.91 Window Displays.
  - 43.92 Signs and Fixtures.
  - 43.93 Cards and Posters (cut-outs).

(This section has all information of assistance to us in deciding what kind and which mediums to use, and how to use them.)

### 46. Advertising Appropriations and Expenditure

### 49. Trade and Dealer Cooperation

An essential part of the data file system is the process of constant elimination of material which has outlived its usefulness or interest, and this should be made a part of the standard practice of the department. The data files may also be made to include the files of samples of printed matter, files of ideas in the accounting system for intangibles, and all of the other reference material of the department.

### **Coöperation with Other Departments**

The usefulness and value of the advertising department to any business may be enhanced by a well-organized effort on the part of the department to relate itself to the rest of the business. This has been partially covered in connection with the "isolation problem in connection with management," but a few details may here be added.

### **Question and Decision Book**

Elsewhere we have referred to the important questions that arise regarding matters of policy and other phases of the advertising department's work. These questions, which are the big questions of the business or of the department, may profitably be written permanently into a book which can be referred to from time to time to see that some progress is made in disposing of the questions. Gradually in the course of time the book becomes quite an essential history of the course of the business, because it sets forth the things over which differences of opinion arose or no one could answer and records the changing

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points which from time to time have been unsettled and cleared up.

Only important questions quite fundamental to the progress of the department ought to be recorded. Decisions also may well be included in another section of the book. Decisions which relate to the questions above set forth may be associated with the questions by the use of a loose-leaf binder but there is another class of decisions relating to policy which do not follow any definite question, but which are the outgrowth of experience and emergency and show that certain decisions are essential to the welfare and practice of the department and when reached may profitably be recorded and preserved, in the decision book, which will be referred to from time to time as the standard practice of the department is revised.

### **Organizing in Relation to Time**

The days are not long enough. There is always more that the advertising department could do than it ever *can* do.

It is a perpetual struggle to keep one's head above the mass of detail and to be in a position to crowd one's work instead of letting the work crowd *him*.

The day begins with a miscellaneous accumulation of letters from publishers, customers, salesmen, branches, memos. from heads of other departments, proof, copy, and similar items. The telephone rings, interviews with publishers' representatives are asked, questions arise with other members of the advertising staff, rush



copy for a special opportunity may be needed in a hurry.

Unless the advertising man's time is carefully organized and distributed it will be frittered away and essential duties left undone.

It is not possible to lay out an ironclad schedule and adhere to it absolutely as a practical matter. But that does not mean that no attempt to regulate time should be made. It is essential to have the schedule and then to vary it intentionally as circumstances demand.

There are some things which ought to be done every day in each one's life. There are others to be done each week and each month. Very well—recognize it and set aside the time.

A clear desk and a clear office are as desirable as a clear deck on a battleship when it is called upon to do business.

Clear time and clear desks go together because they are provided for in the same measures.

### **Dividing the Day**

The day's work begins with routine—the very first item of which should be to plan the day in detail and the very last item of which should be to check over the plan and see what, if anything, was skipped. This applies to the whole department.

During the first hour of the morning, the day's assignments for the department should be gotten under way and all those things started which only require despatch-

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ing and then permit progress to be made on them by others while one is attending to his own duties.

Time must be provided for work of various character. Some duties demand quiet and freedom from interruption. Others require talk and conferences. Some pass from one stage to the other. The nature of the advertising man's work requires that he have periods of the day when people in the other departments of the business can see him freely, and when his own associates as well as salesmen and representatives from other houses can come with assurance of getting a hearing. There must be liberal periods when the general manager or other officers can summon him to conference, without injuring his work, and in return they will grant him periods when he can seclude himself for the purpose of writing, planning, studying results and reports, and doing all work in which concentration and application are essential.

The procedure for the manager to follow is to scrutinize his duties, classify them, and set aside estimated periods of time to care for each. This also should be done for each member of the department.

The "standard practice" system and the "accounting system for intangibles" will speedily help any individual to analyze the duties which come *regularly* and the time they take and the amount of time which experience shows to be engrossed in uncertain and special problems which come along irregularly and thus to arrange the day, week, and month to approximate the average requirements.

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The manner in which this is worked out for one manager's time is illustrated by Exhibit 5.

Hour		DAILY ROUTINE	
9	Laying out days work Consult Diary Tickler Punchat Movers Mail Folders in current file	General assignments ready Attended matters ready for action Routine inspection of departmental Collection of ideas and suggestions	
10	Incidental conferences with other departments etc Dictation of mail etc	Select the 3 important things for today	
11	"Open door" for interviews sought by others.		
12	Clearing up left over.		
1	Lunch		
2	If no specific duties are assigned by diary, day of week or date of month, select some matter from current file for development-plans, etc		
3	Left open for ad-hoc conferences called by others, or if my solicitation When not required for conferences use as hour above		
4	Constructive Work Current duties requiring time and concentration Below study of Cases Problems Conditions Trends and tendencies and results		
5	Closing days work and checking up		
WEEKLY SUPPLEMENT		MONTHLY SUPPLEMENT	
Tuesday Afternoon	Study previous weeks reports Conferences to subordinates or sales dept. Study reports of subordinates and work accomplished	1a) Get together materials etc. for dept report for preceding month-monthly order placed	2a) Attention to correspondence and magazine advertising selection of media-copy
Wednesday Afternoon	Conference of Dept Staff	2b) Trade paper adv.	2c) Direct trade adv. Multiple letters Mosaic copies and circulars
Friday Afternoon	Checking over the week's Schedule for following week.	2d) NY Office territory conditions	2e) Chicago & S.F. territory conditions
		2f) Export and Foreign business.	2g) Sales plans correspondence to clients and branches Salesmen and representatives to selected branches etc.

Exhibit 5

## The Day's Program

Realizing that exceptions must be made with changing seasons and emergencies, a new "program" is made up the first thing each morning based upon appointments that may have been made in advance and noted in the diary for the day, items that come up in the tickler for the day, letters and notes that have arrived, etc.

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The regular daily schedule is the ideal to be striven for. The modified program is as near as one can come up to it. Exhibit 6 illustrates the form for making the new "program" each morning.

		Date _____	
Program of the Day			
		<u>DUTIES</u>	<u>APPOINTMENTS</u>
<input type="radio"/>	11.30		
	9		
	10		
	11		
	12		
	1		
	2		•
	3		
<input type="radio"/>	4		•
	5		
	6		
	7		•
	8		
	9		•
	10		
<input type="radio"/>			

FORWARD:

Exhibit 6

### Classifying Matters with Relation to Time

Beginning with the day's work, it will usually be found that the papers which come with each morning classify themselves with relation to time, in some such order as this:

- (1) Items requiring immediate action and requiring no deliberation.
- (2) Mail to be answered requiring no preparation.
- (3) Items requiring attention during the day but which cannot be dispatched without preliminary expenditure of time.
- (4) Items requiring conferences with:
  - General manager.
  - Sales manager.
  - Credit Department.
  - Order “
  - Shipping “
  - Members of staff.
  - Advertising agent, etc.
- (5) Items to be delegated to associates for despatching.
- (6) Items permitting leisurely study and attention, but within a relatively brief period.
- (7) Items to be studied and developed as time permits, within no particular period, yet ought not to be dropped out of sight.
- (8) Items which may be wanted for reference any time but at no definite time and which are to be sent to the permanent files, classified by subject or name.
- (9) Items to be thrown away at once.
- (10) Items which will require attention on some definite future date.

Notice how they fit into the schedule for the day. Some of them just need to be “shoved along” early in the morning. Some need merely to be answered during the

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dictation period, some to be set aside for the conference period and some for the "quiet" hours.

Now consider the orderly method by which to handle them, together with the other matters which arise in the day's work. The first requisite is a properly arranged place in which to keep the papers and notes while they are in the process of being attended to and where they cannot be overlooked or allowed to stagnate.

### **The Current File**

This will also keep the desk clear and help to keep the mind clear. Physical confusion begets and reflects mental confusion.

For this purpose a file, appropriately termed the "Current File," should be provided. It needs to be close at hand so that it can be readily used without leaving one's chair. Preferably the "deep drawer" of the desk, made over into the form of a vertical letter file, should be used—but a sectional file unit conveniently placed, or a box file on the desk or table will answer.

The "Current File" is to contain either the papers pertaining to, or a reference note to, every "live" matter before the department.

It is to be a moving stream, always changing as the affairs of the department change and progress, never having anything, save the indexes, remaining permanently in it and always being the receptacle of matters needing current attention. Hence it is a constant reference place—the index of things to be done. The advertising man

goes over and over its contents every day. It is his "pace-maker."

It will have divisions and Indexed Guide Cards for the work classified in somewhat the following fashion but varied to suit the requirements of the department using it:

(1) "*Action*"

Being for items to be despatched and which require no preparation or which have been prepared.

(2) "*Answer*"

In this division will be placed letters ready to be answered, notes of matter ready to be dictated, etc.

(3) "*Attention To-day*"

A division for items which positively must be dispatched during the day, and which require some study or investigation and do not classify under other headings.

(4) "*Conferences*"

In this division will be placed matters about which it is necessary to see others before they can be disposed of.

(5) "*Development and Study*"

A division for items requiring deliberation within a short time; suggestions of plans to be developed and matured, etc.

(6) "*Tickler*"

In small departments the memory "tickler" or automatic calendar may be included in the Current File as the repository of memoranda of items requiring attention on specific dates.

At the beginning of the day when the morning mail,

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the matters coming up in the "tickler" for the day, etc., are before one, they may quickly be classified and all of those which belong in the "Current File" may be placed there immediately. This temporarily clears the desk of everything except items to be thrown away, delegated to others, or placed in the permanent file. Except as to the second of these, no time is required to dispose of them. The delegated matters may be dispatched at once by the schedule clerk in accordance with the system for "accounting for intangibles." Matters undertaken by the manager are to be recorded through this system also.

Now, with the desk cleared, the Current File is attacked division after division in accordance with Daily Routine Schedule.

New matters arising and coming in during the day are assimilated in the system either by placing in some division of the Current File or in the tickler for future attention.

The pocket notebook is carried into conferences and the notes made are then thrown into the routine system.

In going over the Current File, one's attention is drawn to matters becoming "stale."

If the work isn't being kept up correctly, the Current File serves notice of this by becoming "clogged up" and it becomes a signal for more help or at least that something is the matter. This file must be kept a living stream of fresh material. Unless it is utterly neglected and avoided it cannot become a cesspool without calling for a "disinfectant."



### The Memory "Tickler" or Automatic Calendar

Suppose a letter is written upon an important matter which requires an answer before further progress can be made upon it. And suppose the letter goes astray or is ignored.

What protection shall one have against the matter being forgotten until recalled by an emergency which catches him unprepared?

Or again, suppose that one secures an option on a preferred space provided the option is exercised on a certain date, or that one agrees to forward copy at a given time. How is one to insure that the date cannot pass without such matters being positively and automatically brought up for attention even though one is himself absent?

Obviously, the mind cannot be encumbered with the multitude of items which arise in the advertising in connection with certain dates. They must be committed to a system. The Automatic Calendar or Memory Tickler is the answer.

The tickler consists of a set of guide cards to fit in a regular vertical letter file, there being a card for each day of the month and numbered from 1 to 31; also a card for each month of the year labeled "January," "February," etc., and a card for each of several years in the future labeled "1917," "1918," "1919," etc.

A special file to be called the "Tickler" may be provided or the guides may be placed under this heading in the Current File.

When an important letter is written, make an extra

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copy, note on it the date the answer should be received or something further done about it, and place it in the filing basket so that the office clerk, observing the notation, will place it in the Tickler. First thing each morning the clerk will take out of the Tickler the items filed there for that day and place them before those who sent them to this file. Thus they get in with the matters for "Attention Today."

If in January a contract is made for space in June, an extra copy of the order may be filed under the date when the copy must be begun.

If in June one hears of a convention to be attended the following March, a note of it may be filed ahead under the next year and when the first of the year arrives under the month and when the first of the month arrives, under the day when one must get ready to go.

### **Organized Departmental Calendar**

But the tickler is not alone useful in keeping track of stray dates.

In an organized way, things recurring regularly on given dates may be listed on routine cards filed under those dates. For example, a card labeled "15th" may contain notes of regular things to be done the 15th of each month such as "Prepare Magazine copy for 2d month following," etc. This card then comes up on the 15th of each month, goes into the Current File temporarily, until its assignments are discharged, and then goes back into the tickler for the next month.

Used in conjunction with the Standard Practice System, the "Accounting for Intangibles" system, etc., it welds the whole into a smooth running mechanism.

### System for the Advertising Department

#### Control Through Reports

To see things in the large is essential to good management of the advertising department. The executive head needs to keep his perspective clear. Although he is an active participant in the "game," it is necessary for him to have as well proportioned a view of the whole operation of his department as the spectator on the sidelines has at a football match. In the thick of the fray, it is impossible for the individual player to perceive all that is going on or to grasp openings not directly in front of him.

The advertising manager in the midst of a whirl of duties will have his vision obscured unless he devises and places reliance upon carefully balanced summaries of reports.

System pertains to detail. It organizes detail. It takes care in a routine way of the multitudes of little things which have to be done but which would be a tax upon the thought and patience of an executive unless reduced to "habit."

Details by themselves are of little significance, but it is details bulked in mass which are significant.

It may be of little consequence as to which of many papers produces inquiries at low cost, although it is ne-

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cessary to have records on each in order to retain only the good ones, but it is of great importance to know that mediums by classes are producing results at a higher or lower cost and whether they are going up or down, and it is to his summaries of properly classified reports that the advertising manager must look for guidance rather than to the records in detail.

If his weekly or monthly reports on intangibles show

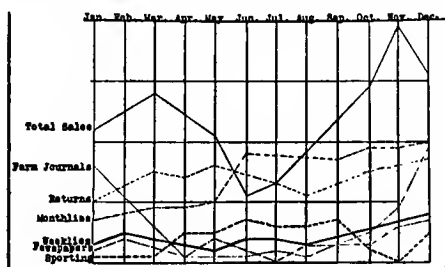


Exhibit 7

the state of the work and enable him to detect where work is falling behind or growing less in volume, and his summaries of results in important classes show him where gains in the mass are being made, he can reserve his thought and energy for important productive effort instead of frittering it away on continuous detailed supervision.

Summaries and relationships may be excellently expressed in the form of graphic charts, an example of which is shown in Exhibit 7, which is an instance of the results of several kinds of mediums bulked and compared by months for a year. For example, the total sales in their

fluctuation are illustrated, showing that the high points are reached in March and November. The results from farm journals are shown to be high in the winter and small in the summer and that they correspond quite closely to the sales. The returns from the monthly publications, and from the newspapers and the weeklies and the sporting publications, are similarly illustrated, and compared to each other; and finally and most important, the combined returns of all mediums are shown.

Graphic charts, similar in nature, may be devised for any character of data and show in visualized form important relationships which cannot be gotten in any other way, nor can so much information be gotten in such limited space by any other method.

The vital statistics of a business or a department, like the vital statistics of a nation or a government, may best be concentrated for preservation in the form of graphic charts.

### **Suggested Systems**

Inasmuch as system does relate to detail and detail is individual to the business in which it occurs, it is not possible to devise a general set of systems which will cover the varying needs of all businesses. The systems herein explained are offered in a suggestive sense and not as being exactly adapted to any individual organization. They cover only the common operations required in the majority of advertising departments and omit the special systems required to meet individual needs. By adaptation

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and amplification or simplification, they may be applied to any business and omissions may be supplemented. Only in a casual way is the necessary correlation of the different items of system indicated herein, and by way of caution it is to be noted that the fault with many organizations is not that they haven't enough system, but that their systems are disjointed like disconnected parts of a machine, operating independently and without relation to the other parts.

Systems, to be basically right, should be studiously thought out, and if necessary the services of a qualified efficiency specialist obtained in order that duplication will be avoided and gaps filled in.

### **System Pertaining to the Appropriation**

After the advertising plan and the appropriation have been decided upon and the appropriation laid out as to how it is to be invested, there comes the question of the system for looking after it.

Direct, labor-saving, accurate methods are needed to see that the plans are followed, that the amount is not exceeded or ordered at the wrong time, or devoted to the wrong goods or mediums, and that the results are followed, etc.

The Budget System offers a method that meets the requirements.

It is based upon the use of forms designed in accordance with the way the plans have provided for the appropriation to be spent. It takes the whole amount and distributes

it as to classes of mediums, territorial divisions, lines of goods covered, etc., and it becomes the fundamental record to which all operations must be squared.

Whether the forms are few in number and simple, or many and elaborate, must be determined by the nature of the business, the number and variety of things advertised, the localities to be covered, the size of the appropriation, the mediums to be used, and the particular problems of the advertiser.

There are some general principles that hold in common for the National Advertiser, the Mail Order Advertiser, and the Local Advertiser.

Each wants a record of the advertising devoted to each article or department or class of goods so that the amount spent can be compared with sales and what it pays best to push made plain.

All want records kept according to season so that the best time to push the advertising can be seen.

All want the records kept according to mediums, both as to general classes and individual mediums of each class, so that the best ones can be continued and developed and less desirable ones eliminated.

Many of each class require records by sections of the community or country both as to the expenditure and as to sales.

All want records by advertisements if they can have them so as to tell what style of "ads." succeeds best for them under various conditions. .

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A general or master-record form, summarizing the items of chief significance and distributing the figures according to their principal classifications, may be designed in such a way that it will provide for the figures on an annual basis and for the monthly reports, without changing the form.

A suggestion for such a form is illustrated by Exhibit 8.

Although headed as a monthly report, its first and most important use is as a summary of the *annual appropriation budget*.

At the top is a space for the sales "quotas" or totals which each branch office is expected to reach or exceed during the period and upon which the appropriation is based.

The *heavier* headings in the column at the left relate to the different lines of goods to be advertised.

Under the headings are the classes of mediums included in the plans for that line, *i.e.*,

"Regular Newspapers and Magazines."

"Trade Newspapers and Magazines."

"Export Mediums."

"Catalogs and Circulars," etc.

The headings across the top are territorial divisions represented by the branch office controlling them.

The same scheme of devising a form may be adapted to any business.

Thus, the amount to be spent on the several classes of goods, by classes of mediums and territories, is indicated.

At the beginning of the fiscal year, too, tentative sheets



are made up on the same forms and in the same detail, one for each month, showing how the expenditures are to be made monthly throughout the year and how the sales are expected. The comparative totals for the previous year, provided for at the end of each line of goods, are of course filled in from old records. The actual sales may also be shown in comparison with the quotas anticipated.

Each advertising bill, as it is "passed" by the advertising department, is marked to be charged into the appropriate account, so that at the end of each month the accounting department can make up a report on the same form showing what actually was spent in each account, and this is then compared with the tentative budget sheet and any discrepancies noted. If not justified by the circumstances, they may be equalized in the following months.

Two incidental problems now branch out at this point, viz.:

(a) The detailed estimates for each class of medium must be worked out so that, for example, it will be known how it is planned to spend the amount set down for magazines, and these if necessary further subdivided into such classes as "farm publications," "women's papers," etc.

The manner of doing this will depend upon the size of the appropriation and whether there is a complicated variety of products to be advertised, etc. For average purposes, a working schedule of lists may be made out on a form similar to that illustrated by Exhibit 9.

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(b) Provision must be made for keeping track of the amounts absorbed out of the appropriation by orders as they are placed from day to day for space, printed matter, etc., so that a larger amount will not be spent than was allowed for by the appropriation.

A form to "fit" the classifications of any appropriation may be designed along the lines of that illustrated by Exhibit 10.

A part of the routine in making out orders is to enter in the proper columns of this record the amount or approximate amount that the purchase involves.

The sheet ordinarily will be a monthly record. At the head of each column the figures allowed by the budget for the month will be entered and then the expenditures noted as the days go by to see that the budget limits are not exceeded.

This record is also a check against serious errors or misunderstandings on the part of the accounting department in making up its advertising reports.

### **Records of Individual Mediums Used.**

The systems and forms thus far suggested have dealt with the control of the appropriation as a whole and have referred to individual mediums only in relation to making up lists to keep within prescribed totals.

In the operation of the department, however, and particularly with respect to connecting the medium with the result it produces, it is desirable to have a record of the advertising placed with each publication,



Daily Record of Advertising Charges (Pleasure Cars)										From <u>Jan 1 1913</u> To _____										
DATE	ORDERED FROM	ORDER NO.	JOB NO.	PUBLICATION				SHOWING			PRINTED MATTER			OUTDOOR		STREET CAR		POSTAGE	BALANCE	MISCELL.
				CLASS	EXT	TRAD	ADVERT	OTHER	MISCELL.	2nd	3rd	4th	5th	6th	7th	8th	9th			
1/2	Hurst Co	477	2-77																	
3	Detroit News	499	2-77																	

Exhibit 10

YEAR		PUB.		KEY No		EXPLANATION (1 ORIGINAL, 2 DUPLICATES, 3 TO WHOM)														
DATE OF PAPER.	SPEC. No?	Amt Spaced		COST		Bill Checked	Date of Order.			POSITION	PLATE.					Inquiries (Number)	RESULTS.			
		Ing	I-T	Ing.	I-T		Pub	Agt	1		2	Design	3	Re'l Date	Res'l Date		COPY	Ing	I-T	

Exhibit 11

ADVERTISMENT NUMBER _____ SIZE _____									
ORDERED IN FOLLOWING PUBS.	DATE OF ISSUE.	COST.	NUMBER INQUIRIES.	NUMBER ORDERS.	AMT OF ORDERS.	COST PER INQUIRY	ORDERS AGAINST COST	REMARKS.	
TOTALS AND AVERAGES									

Exhibit 13

the returns secured, and other details for convenient reference.

This may be done by having a card for each paper designed to record the information required.

The average department can condense a great deal of information on a 5" x 8" card.

Exhibit 11 shows the face side of such a card. It provides for noting the essential details of each order placed and the inquiries and orders secured.

It shows the date of the paper, whether it is a special issue or not, the amount of space divided between two lines of goods, and the cost similarly divided. It also shows when the bill is checked, the date of the order, and whether placed direct or through an agent. If any special position is to be given the "ad." it is noted. It further shows whether an original engraving or electro was supplied and the design or subject of the "ad." ordered. It provides for noting date of furnishing plate and direct or to agent and for noting date of return of engraving if desired. Finally, it shows the number of inquiries by lines of goods and the orders in amounts.

Not all of this detail is required by all advertisers and simpler forms may be used or parts of the information recorded in other ways.

The essential point is to provide for noting the important details of each order placed with the publication so that they may be checked up before paying or finally passing the bill.

Every bill should be checked against this record, which

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is a skeleton of the order, and note made when the bill is passed so that if a second bill for the same "ad." be rendered by mistake, it could not be passed again and the service paid for twice.

If bills are rendered in advance of appearance of the "ads." and must be passed to get the cash discount, the card can be removed from its regular file and placed in a "suspense" file, to be checked again in full when "ad." comes out.

The form is a rectangular grid with several sections. At the top, there are fields for 'Advertiser', 'Agency', 'Salesman', and 'Sales Office'. Below these is a large grid with 31 columns, each labeled with a date from '1' to '31'. The rows are labeled on the left with '1', '2', '3', '4', '5', '6', '7', '8', '9', '10', '11', '12', '13', '14', '15', '16', '17', '18', '19', '20', '21', '22', '23', '24', '25', '26', '27', '28', '29', '30', '31'. At the bottom of the grid, there are four rows of summary data, each with a label on the left and 'Total' and 'Cost' on the right. The labels are 'Additional orders', 'Total orders', 'Total orders', 'Total orders', 'Total orders', 'Total orders', 'Total orders', 'Total orders'. At the very bottom, there is a small line of text: 'Copyright 1928 by the Advertising Council, New York City'.

Exhibit 12

The reverse side of the card may be printed to enumerate general contract conditions with the publication, its rate, circulation, where it circulates, closing dates, size of page, etc., or it may be used for detailing the returns as illustrated in Exhibit 12, which, by changing the form slightly, can also be made to show orders received if desired.

### Chronological Scrapbook of Advertisements

There are many occasions when it is desirable to know just what advertising was done in a given month or on a given date.

For many reasons also it is necessary to have a permanent file of every advertisement that actually appeared and just as it did appear in each publication.

A convenient way of accomplishing these ends is to clip every advertisement, as the publication containing it comes in, pasting the "ad." in a scrapbook with the name and date of paper and the serial number of the "ad." noted on it. Duplicate "ads." in different papers may overlap each other so that many go onto one page.

Months and years afterwards these scrapbooks become not only interesting records but valuable references for ideas of what to do and not to do.

It is a visual exhibit all the time of just how the company's advertising looks, and helps to supplement the statistical records and keep a good perspective before one.

### **Where Each Advertisement Appeared**

To assist in keeping track of results by advertisements and to have an organized method of watching to see which kind of advertisements produces the best results, it is desirable to keep a record of where each advertisement is run.

For this purpose each "ad." when it is prepared should be assigned a serial number and a card bearing that number made out and filed in the "File by Ads." section of a vertical letter file. A proof should be pasted on the back of the card.

The face of the card should be ruled something as shown in Exhibit 13.

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As orders are placed for advertisements to appear, or when the instructions are given for a certain piece of "copy" to be used, an entry of what mediums get it should be made on the serial card.

Every two or three months the detail records of inquiries and results should be gone over and summarized on the record by advertisements.

Three months may, for all practical purposes, be allowed as the period during which an "ad." will pull the bulk of its returns and the record compiled on this basis. This, however, is better covered under the next heading.

### **Keying and Tracing Advertising Results**

It is customary, except in pure publicity advertising, to endeavor to secure inquiries or orders in such a way that they may be traced not only to the publication but to the particular insertion in a paper that may be used constantly.

For this purpose a system of "keying" ads. has been devised. It consists of getting the inquirer to address the letter or to ask for the booklet or sample by a certain number. Thus a concern in a building called "Temple Court" might in the *Saturday Evening Post* give his address as 21 Temple Court, but in *Collier's* give it as 22. Or in one paper he might say "Send for Booklet No. 12" and in another for No. 13.

Schulze in his admirable book, *The American Office*, gives the following description of tracing results from advertising which is quoted by permission:





Publication		Copy No.										Key No.																				
Date of Issue										Space										Price												
19	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	COST PER INQUIRY
JAN.																																
FEB.																																
MAR.																																
APR.																																
MAY																																
JUNE																																
JULY																																
AUG.																																
SEPT.																																
OCT.																																
NOV.																																
DEC.																																
Additional Inquiries																	Total Inquiries	Cost Each														
																	Total Inquiries	Cost Each														
																	Total Inquiries	Cost Each														
																	Total Inquiries	Cost Each														
																	Total Inquiries	Cost Each														

FORM 73

Figure 73—Annual Record of Advertising Results





“When the replies come in they are assorted according to ‘key’ numbers by a person to whom that specific duty is delegated. An employee usually draws up a report similar to Fig. 71, indicating the source of each inquiry and whatever other information is desired. A card or loose leaf record for each ‘ad.’ is also kept (Figs. 72, 73, and 74), showing the daily and accumulated results traceable to each advertisement. Fig. 74 illustrates the use of a correspondence folder.’ Samples of the copy are placed in the folder and the results are recorded on the front. Recapitulations of the results of all answers to the same ad. in various publications, showing the comparison of all the media used, and showing the comparison of various ads. in the same periodical are also made up monthly or at other periods (Figs. 75 and 76).”

### **Handling Inquiries**

Inquiries up to this point have been regarded only as a means of gauging the productiveness of mediums and not as “leads” to be worked upon for business.

Every inquiry is, however, to be first regarded as a sign of live interest and the signal for concentrating the most adroit selling influences available upon the prospective buyer.

Businesses vary so in nature that on account of the expense involved in following up inquiries, some advertisers cannot afford to undertake this process without having some quite definite assurance that the inquirer is really “in the market.” The methods in detail are so individual to the businesses using them and frequently

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are so intricate that only a suggestion of the more common follow-up systems is warranted here.

Generally speaking, one of the following courses is adopted for each inquiry:

- (1) Answered and followed by mail until business secured or the "prospect" given up as hopeless.
- (2) Acknowledged and turned over to salesman, agent, or dealer who is then followed until the inquiry is turned into business or abandoned.
- (3) Followed persistently by mail and also turned over to salesman, agent, or dealer.
- (4) Answered and "forgotten."

Not all advertisers seek inquiries. Sometimes they aim only to create a general demand for a low-priced article of wide distribution and such stray inquiries as reach them do not justify a follow-up system. In such businesses, however, the dealer usually constitutes the "prospect" from whom inquiries are sought and assiduously followed, and there are few advertisers who cannot utilize consumer inquiries effectively in such a propaganda effort.

Ordinarily advertisers maintain a mailing list and customers' list so that future propositions can be made to those manifesting sufficient interest in the business to inquire concerning it or known to be users and possible buyers.

Such lists may conveniently be kept on cards.

A card is therefore at once made out for each inquiry immediately upon receipt, the form of the card being

designed to provide for the notation of any significant points in connection with the inquiry, such as the source, the business of the inquirer, etc.

Form 49 from Schulze's *The American Office* illustrates such a card. A duplicate can be made to be sent to an agent or representative if that system of follow-up is used.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
FIRM NAME																																		
KEY																																		
INDIVIDUAL															TOWN & STATE										RATING									
STREET																																		
NO. ORDER										TYPE MERCH.										ORDER														
DATE					PURCHAS.					DATE					MERCHAS.					DATE					ORDER NO.					AMOUNT				
FORM 49																																		

Form 49

The original is filed, as the nature of the work requires, on a tickler system for further attention on a given date or according to State and town or line of business, etc.

If filed geographically or alphabetically and also requiring further attention on a future date, a colored metal tab may be placed at the top in position according to date and by this picked out on the right day as the lists are gone over each morning.

Attention will thus be drawn to the inquiry at the time to make some new effort or remind the agent, branch, or salesman that a report is due by sending a reminder similar to the suggestion in Form 51. Re-

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representatives may also be furnished a report form similar to Form 52.

There are many systems of classifying inquiries and following a different procedure with each class, depending upon its apparent importance.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31													KEY
INDIVIDUAL													
FIRM NAME													RATING
STREET										TOWN & STATE			
INQUIRY RECEIVED	ADDRESS FOR REFERRED TO FOR				PRINTED MATTER OR CATALOGS MAILED				INTERESTED IN				
<b>FORM 51</b>													
TO AGENCY: Follow This Prospect Carefully and Report not Later than,													

Form 51

REPORT ON REFERRED PROSPECT	
NAME	
ADDRESS	
SALESMAN TO WHOM ASSIGNED	SALES RECORDS
REMARKS	DATE \$
	DATE \$
	DATE \$
	DATE \$
DATE OF REPORT	(SIGNED)
	MOR.
<b>FORM 52</b>	

Form 52

Ordinarily when the active follow-up work has been completed, the card is filed in a list of customers or possible customers for general circularizing or to keep in touch until satisfaction with purchases has been insured.

### Circularizing and Multiple-Letter Systems

Just as it is important to test regularly the pulling power of each medium used and of each advertisement, so it is





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out, one to be filed under the name of the list used and the other under the number of the circular or letter.

Another form, especially adapted to keeping track of quantity mailings of form letters, is shown by Exhibit 16 and presents some valuable suggestions as to noting in advance what is expected and providing for definitely noting conclusions after "it is all over." This sheet being letter size, permits of pasting a copy of the letter it relates to on the back of it for reference.

When form letters are used in "dribblets," a few day after day, for following up inquiries, etc., a different type of form is required and is well illustrated by Form 53.

Specimen copies of circulars and form letters should be systematically and permanently preserved for reference as described hereafter under the head of "Sample File of Advertising Matter."

### **Stock-Keeping of Advertising Matter**

One of the perplexing details of advertising management is that of avoiding having printed matter or other advertising stock run out unintentionally. To be out of a circular without knowing it may cause serious loss.

Advertising departments have all kinds of circulars, catalogues, letterheads and stationery, signs, posters, novelties, window fixtures, and supplies to keep track of. They not only have to keep them from running short but also from deteriorating in stock, lying unused so long that they get out of date or being unlocatable when wanted.





The problem is complicated sometimes by having part or all of the stock stored by the printer or manufacturer and therefore not physically around to remind one of its existence.

It requires a suitable storage place and a simple stock system.

Paper stock turns yellow around the edges if kept uncovered in too light a place. Ink fades, except black. A dark section of the establishment which cannot be used for ordinary purposes is just the place for advertising storage. Shelving forming rather large, deep bins at the bottom and smaller spaces above is the most convenient form of storage. The modern adjustable metal shelving is ideal. Cotton curtains to keep out the dust are economical.

Let each space in the shelving be assigned a bin number and marked with that number like a post office box.

Let there be a card file containing a "stock record" card for every different item of stock in the storeroom and let each also be given a number or name of its own so that the cards may be arranged numerically or alphabetically in the file.

In installing the system, the stock will be gone over, counted, and a stock record card made out for each item. It will show the quantity on hand and the bin in which it is to be found.

If there is any stock stored outside, a card will also be made for each item and the quantity noted. The form for such a card will vary with the requirements of the

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department, but Exhibit 17 suggests such a form, recommended by the System Committee of the Association of National Advertisers.

RECEIVED ON CREDIT		RECEIVED ON ORDERS		RECORD OF DELIVERIES				
DATE	QUAN.	DATE	QUAN.	DATE	ORDER NO.	QUANTITY	BALANCE	TO WHOM SENT
4/30/11	500			8/4			5000	Need
4/30/11	500			8	321	500	4500	N.Y. Branch
4/30/11	200			9	214	200	4300	Boston
				12			4299	Educa. Dept.
				14			2848	Conn.
				28			5000	9274
				29			200	9474

Exhibit 17

To prevent running short a minimum quantity to which the stock shall be allowed to be reduced will be decided upon. This quantity will be known as the "Alarm Balance" and will be noted on the card for each article.

As the stock is given out, the stock clerk will note the quantity of each delivery on the record card and will also deduct it from the quantity which the card shows to be on hand and note the balance left in stock.

Whenever this balance reaches the "Alarm Balance"

allotted, he will notify the advertising manager or whoever is responsible for deciding as to whether a stock is to be re-ordered or the item discontinued or changed. A form should be provided for this purpose in large organizations. In such cases also, no stock will be given out by the stock clerk except upon properly authorized orders, just as the merchandise shipping department ships no goods except upon written orders.

When an item arrives to be put in stock, of course the stock clerk must have a regular routine of entering the quantity received on the record card and adding it to the balance on hand before putting the stock in its bin. If a new item arrives, a card must be made out for it.

Thus this stock record file always shows everything in stock, is a perpetual inventory, and ought to be gone over periodically to see that items which are not moving are disposed of before they become useless.

A reminder to do this may be calendared on the tickler system of the department for regular attention.

### **“ Sample File ” of Advertising Matter**

Unless some ironclad method is adopted for preserving a sample of every piece of printed or advertising matter that the house ever gets out, it will be found that the last piece has disappeared and when it is needed for reference it cannot be had.

Many houses wish they could refer to their early catalogues or circulars or that they had samples of former signs, etc. It is a part of the history of their growth. Such

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things may be needed as a reference to quotations or even a legal question may require their presentation. Besides the advertising department wants to see how it illustrated or expressed something at an earlier date.

A regular part of the routine should be to establish a file either in a scrapbook, or a vertical file in folders, arranged numerically or alphabetically, so that the stock clerk before placing a new item in stock must send to the data filing department a specimen marked "copy for sample file."

The data files will therefore contain a sample of everything issued by the department filed according to the system that was chosen as most suitable.

In some organizations it might be the receiving clerk whose routine included the sending of the sample to the data file clerk, but it is important enough to warrant a notation on the forms used by the clerk whose duty it is to remember it.

In small departments a loose-leaf scrapbook record which will consolidate several other records may be used to advantage.

This includes the stock record, an entry of all orders placed, with details of specifications, and takes the place of the sample file because a specimen may be pasted right onto the leaf of the scrapbook containing the record of that item.

The pages will be placed numerically in the binder and the specimens pasted on the sheet bearing their corresponding numbers.



### **Advertising Department Order Systems**

The advertising department orders one class of goods which it never sees and which does not come in to be counted, put on the shelves, and distributed on requisition, namely, space in publications or on billboards or other mediums circulated by those from whom the purchase is made.

It orders another class of commodities such as circulars, printed matter, etc., which do have to be physically handled and which are subject largely to the ordinary systems in vogue in general in order departments.

Every time that anything is ordered certain provisions must be made for conditions which are bound to arise, as a result of that order. For example, it is a use of part of some budget appropriation. Therefore, it needs to be noted as to the account against which it is drawn and an entry made of the amount or approximate amount involved in the order so that the accounts will not be overdrawn and the appropriations exceeded or the plans distorted. This was referred to in section "B" under "System Pertaining to the Appropriation."

Other things that are going to happen as a result of each order are that a bill will arrive and must be intelligently passed upon as to the quantity and quality of the "goods" delivered and whether in all respects the essential specifications of the order were properly executed, such as delivery on scheduled time, proper packing, and all the detailed peculiarities called for. When the "goods" are merely space, never really to be seen and counted by the

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purchaser, other problems of checking arise, but when the purchase is that of a physical commodity the goods are going to arrive and the receiving clerk ought to be prepared and know what to look out for as the goods come in. The stock clerk will need notification so that he will not be unprepared as to space or as to handling the goods.

Then the goods must be disposed of. They are intended for a purpose. Advance provisions will oftentimes facilitate advantageous use. Reference records need to be provided for the future in case the same thing is to be ordered over again and any interesting quotations should be noted.

The minimum quantity of stock to be carried as the "alarm balance" described in connection with stock-keeping must be determined and in case of an order for space, provision must be made for supplying copy to be used.

In reality, two systems for ordering advertising are required. They are, of course, based upon the same principles, but varied in detail to meet the difference in conditions applying when stock commodities are purchased as against space or goods to be distributed by others.

The essentials of both systems make it desirable to have a regular order blank with extra copies for the receiving department or stock department and for the advertising department file; also a regular place of entry of the essential specifications of the order in skeleton form for use in checking bills with respect to "space" orders.



PURCHASE RECORD		Robt. H. Ingersoll & Bro.,		315 FOURTH AVENUE New York City		No.		
SUBJECT		DATE		TERMS				
ORDERED FROM		ADDRESS		ORDERED BY				
DELIVER TO		ADDRESS		DEPT				
VIA		WHEN		COPIED BY				
DESCRIPTION				Date bill	Bill Amt	Date rec'd	Quantity	Price

Exhibit 19

RECEIVING RECORD		Robt. H. Ingersoll & Bro.,		315 FOURTH AVENUE New York City		No.		
SUBJECT		DATE		TERMS				
ORDERED FROM		ADDRESS		ORDERED BY				
DELIVERED TO		ADDRESS		DEPT				
VIA		WHEN		COPIED BY				
DESCRIPTION				O. K. by	Rec'd by	Date rec'd	Quantity	Price

Exhibit 20

INSTRUCTIONS FOR DISTRIBUTION						
Send samples to R. H. I. _____	C. H. I. _____	W. H. I. _____	Auditor _____	Adv. Dept. _____		
New York office	Office Mgr. _____	Ret. Sales Dept. _____	Job. Sales Dept. _____	Stockg. Dept. _____	Credit Dept. _____	Order Dept. _____
	Exchange Dept. _____	Cashier _____	Ship Dept. _____			
Other Branches						
To Mgrs. only	Chicago _____	Frisco _____	London _____	Montreal _____	Mexico _____	
Notification:						
Description:						
Quantity bought:						
Purpose:						
DISTRIBUTION OF STOCK						
Home office _____	Vis _____	Montreal _____	Vis _____			
New York _____	Vis _____	Mexico _____	Vis _____			
Chicago _____	Vis _____	London _____	Vis _____			
Frisco _____	Vis _____	_____	Vis _____			
STOCKROOM INSTRUCTIONS						
For _____	Bin. Alarm Bal. _____	Pkg. _____	Price at _____			

Exhibit 21

chase record remaining in the advertising department, for future reference. On the back of the original order conditions of order can be printed, running something as follows:

### CONDITIONS OF ORDER

- 1—No verbal order is valid.
- 2—All orders must be on regular order blanks—signed by the purchasing agent.
- 3—Invoice must give our order number which must also show on each package delivered.
- 4—Delivery must be completed on or before date specified on other side of this sheet or at our option the goods may be declined, and our order canceled without recovery for damages.
- 5—Title to merchandise shall not pass to us until same has been delivered in our warehouse.
- 6—Unless otherwise stated in order, price is to be the lowest market price for similar goods, and no higher than that of last former purchase.
- 7—Any names, designs, cuts, or symbols suggested by us, used in the manufacture of these goods for us, shall be and remain exclusively our property. All dies, tools, cuts, engravings, electros, matrixes, etc.,

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used in the production of these goods to be our property unless otherwise agreed upon and specifically exempted in this order.

- 8—You agree to indemnify and hold us harmless from damages occasioned by suits for infringement of letters patent or trade marks.
- 9—Acknowledgment slips accompanying each order must be signed by seller and returned to us before this order becomes valid.
- 10—Invoice must accompany all goods or be mailed so as to reach us before goods do.

If the department has a large volume of printed matter to order, it is worth while to have a special form of order for printed matter, but otherwise following the same system as outlined above. Such a form is illustrated by Exhibit 22.

In some departments also it will be worth while to supply the receiving department with special receiving forms.

For ordering space in publications and on billboards, etc., a slight variation of the foregoing system is desirable. Customarily, orders are placed for a list of publications in one order, which may be written upon the regular letterhead of the house with extra carbon copies or on a special order form. Inasmuch as the publications will come out at different times and copies will not arrive together, and in order to meet other requirements of the advertising department system, it is preferable to consider that each medium used is a separate order and to enter in skeleton form the essentials of each on a separate card, against which the bills will be checked.

For publications, the orders will be entered on the cards as described under the heading "Records of Individual Mediums Used." In the case of bill posting the unit

ORIGINAL

Advertising Department Order  
from Burroughs Adding Machine Company  
Detroit, Michigan, U.S.A.

Order 9977  
No. \_\_\_\_\_  
This Order No. must appear  
on your invoice.

To \_\_\_\_\_

Date \_\_\_\_\_

PRINTING

ENGRAVING  
RETOUCHING-PHOTOGRAPHY

Name of Job \_\_\_\_\_

Form No. \_\_\_\_\_ Roster No. \_\_\_\_\_

Quantity \_\_\_\_\_

Stock \_\_\_\_\_

Inside

Cover

Color of Ink \_\_\_\_\_

Inside

Cover

No. Pages \_\_\_\_\_ Size \_\_\_\_\_

Binding \_\_\_\_\_

Number from \_\_\_\_\_

Wrap and Label in pkgs. of \_\_\_\_\_

Proof to \_\_\_\_\_ Date \_\_\_\_\_

Imprint \_\_\_\_\_

To be delivered complete \_\_\_\_\_

Deliver to \_\_\_\_\_

Charge to Account No. \_\_\_\_\_

Price: \_\_\_\_\_ Remarks: \_\_\_\_\_

Signed \_\_\_\_\_

PURCHASING AGENT

O.K.'s are given only on style and arrangement. Printers must read for typographical errors, and all printing is accepted with the proviso that inspection will show it to be letter perfect.

If printed matter deliver this order to our Receiving Department. If cuts or photographs deliver to Advertising Department. Each package bundle or box must have written or lettered on it in plain characters both the order No. and the quantity in each package, title of job, etc.

(If delivery cannot be made according to terms of this order after you receive O.K.'s proofs, advise earliest date of delivery.)

Two conditions of this order (which no employee has a right to waive) are: First, six copies of printed matter, or proofs of cuts to be delivered in the ADVERTISING DEPARTMENT. Second, that any photographs, drawings, engravings, or dies made for this order are to be the property of the BURROUGHS ADDING MACHINE COMPANY, Detroit, Michigan, U.S.A., and must be returned when goods are delivered.

Invoice will not be accepted until order is completed.

.....

Please detach, sign and return this acceptance slip AT ONCE, to Advertising Department, Burroughs Adding Machine Company.

BURROUGHS ADDING MACHINE COMPANY, DETROIT, MICHIGAN

Order No. 9977

GENTLEMEN:—We have received and accepted this order subject to all conditions specified.

Signed \_\_\_\_\_

Exhibit 22

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would be considered the town and a card for each town made out.

In the purchase of advertising space the order contemplates under the head of "Quantity" not only the amount of space in the publication, but the number of copies of the publication in which the space is to be given. It is not unusual to have such orders include a provision as to the amount of circulation which is purchased, and in such cases quantity is to be considered to include the circulation as well as the space and to be entered under the quantity head.

### **Job-Cost Assembling**

The advertising department frequently desires to keep a record of "cost against results" of printed matter that it uses, such as, for example, a circular which is ordered piecemeal—that is, the drawings must be gotten from several sources and on separate orders, the engravings, electrotypes, typography, and paper may all be ordered separately; finally, the press work done on another order. In order to figure the returns against the cost of that circular, it is necessary to assemble all of the costs on the various orders going into the production of the circular. For this purpose, a system known to advertising men as the Roster System is adopted and may conveniently be a common letter-file folder with a form printed on its front for entries of the various costs. A suggestion for this is shown by Exhibit 23 from the System Reports of the Association of National Advertisers.





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in containing the advertisement they are clipped and their receipt checked on the individual record of mediums. The stamp calls for initialing by the individual who has compared the quality of the goods delivered with the specifications of the order and the price. The terms of payment are filled in for the benefit of the auditor. The account to

COMPLETE CK.	
Insertion.....	
Correct Copy.....	
Composition.....	
Press Work.....	
Key Number.....	
Position.....	
Circulation.....	
Amt. Space.....	
Circulated on Time.....	

Exhibit 25

which bill is to be charged is noted, so that the monthly reports of the auditor may show the expenditures properly apportioned. The extensions may be figured either by a member of the advertising department or the accounting department, and the fact that the passing of the bill has been entered on the department records so that another bill cannot be passed for the same order, will be vouched for by initialing the space opposite the word "entry."

Finally, if the system requires it, the advertising manager may approve the whole bill.

Where the order is for space or advertising circulated by others, the "complete check" bill stamp (Exhibit 25) is a safeguard. Frequently, bills have to be paid before publications come out in order to get the cash discount. In such a case, the first bill stamp is checked, but the "complete check" stamp is merely stamped on the bill to show the auditor that after being paid the bill is to be returned to the advertising department for the "in suspense" file until all the details can be checked completely to show that the advertisement was inserted, that the copy was correct, that the right "key" number was used, that the advertisement appeared in the position contracted for, that the circulation was as promised, that the amount of space was according to order, and that any agreement as to the time of circulating the advertising was complied with.

### **Filing and Charging Drawings, Engravings, Electros, etc.**

In large departments the value of original drawings is great and adequate systems for filing them where they can be located for repeated use are required. When they are given out to engravers or publishers, a charge memorandum should be entered and placed in the tickler and a card file should be kept in which would appear a card for each drawing, on which charge can be made as it leaves the file and credit when it comes back. No standard system of keeping drawings has been devised, although some of the office equipment concerns have constructed cabinets with large compartments which are convenient for this use.

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Similarly, cabinets for holding engravings and electros are obtainable from printers' supply houses or office equipment concerns. These consist of shallow drawers, "type-high," in which the engravings and electros may be properly classified and an index system kept for them.

Some concerns use a vertical filing drawer for electros and engravings, placing them in stout manila envelopes with a proof on the outside of the envelope and the envelopes classified according to some system of class of goods to which they apply or a numerical system. A system of charging them as they go out is followed.

### **Equipment**

The equipment of each advertising department is individual to its needs. Ordinarily, a generous supply of vertical letter files and card index files for cards of various sizes is needed; files for books properly classified, preferably in sectional units, are needed. In departments using large quantities of multiple letters and printed matter, the Multigraph not only permits economies but also saves time and insures uniform quality of work.

Folding and addressing machines are also economical and a Multiplex display stand on which may be posted the proofs and clippings of material currently going through the department, assists in keeping the desks clean and provides visual display of work in process.

### **Maintaining Organized Form**

A regular system should be established for modifying

and revising the routine of the department as conditions change, and incorporating the changes in the standard practice manual, the duty lists, etc. A list of all of the systems and reports should be kept together with dates for attention, so that no systems may unintentionally fall into disuse nor on the other hand be continued after they have fulfilled their usefulness.



VIII

The Organization and Work of a  
Promoting Department

Edited by W. P. WERHEIM





## VIII

# The Organization and Work of a Promoting Department

THE word "promoting," in a commercial sense, refers to the promotion of the product manufactured or sold by a company or individual—it refers to the efforts put forth to advance the sale of a certain product or commodity by those who have this work in charge—in other words, it means "trade extension." Promoting work is distinct from sales and advertising. Yet it is closely allied with both. It is a combination of selling and advertising. The promoting department goes over with a fine-toothed comb the territories that it would be impossible for a sales or advertising department to work intensively. We might say that promoting is a combination of intensive selling and advertising.

Thus it will be seen that the promoting department is auxiliary to the general departments mentioned above, and it will be necessary for the promoting department to work hand in hand with the above departments, in close harmony, to achieve the greatest efficiency. In this con-

nection it is recommended that the promoting department come under the authority of the advertising department, should there be one. Advertising in itself consists of selling through publicity, and the advertising manager is a man who has greater experience in what might be termed "long-distance selling" than has a sales manager ordinarily. But if in this organization the advertising manager is working under a sales manager, then of course the promoting department will be subsidiary to the sales department.

### **Organization**

The manager of a promoting department should, in a sense, be a salesman and an advertising manager combined. This combination is difficult to get, as the average salesman is essentially an outside man, and has not the patience to deal with the endless detail which comes before the promoting manager.

On the other hand, the average "inside" man has not a full grasp of the fundamentals of selling, although every good advertising man should have. There are some who claim that a man who has been on the road for two or three years, who has familiarized himself sufficiently with the advertising of the company, and with general correspondence requirements, makes a good promoting manager after a short time inside spent with someone who knows both sales and advertising work. It is quite possible that this combination will work out in a great many cases, but the point I want to emphasize is, that not every good

salesman will make a good promoting man. The promoting manager should be a writer of good forcible letters, because his work must show results through the mails. In some cases his letter will be designed to bring orders directly to the house, whereas in other cases his letters will be written principally to reinforce the efforts of the salesmen on the road. A great many of his letters can be reduced to printed form letters, which are exact reproductions of typewritten letters, and serve the same purpose. Efficiency plays an important part in his work, for he is an extremely busy man.

In addition to the promoting manager, the department will require the services of at least one stenographer, and if circumstances will permit, he should also have what is known as a "record clerk." In a small business a promoting manager and a stenographer can undoubtedly start a promoting department, and produce results which pay for their keep, and in time permit the employment of a record clerk in addition. The duties of the stenographer are self-apparent. The record clerk's duties will consist almost entirely of recording the actions of the promoting department, and the results the department achieves. In other words, when a letter of a certain kind is written to a prospect or customer, the record clerk makes a record of it, and in the same way when an order is received, a record is also made of that by the record clerk. This may sound as if it were the record clerk's business to go through a lot of needless motions, but this is not the case, as it is absolutely essential for the pro-

moting department to know what it is doing, and what it has accomplished to get real results.

As stated before, the ideal working unit of a promoting department consists of the manager or correspondent, a record clerk, and a stenographer. If the work increases, you might find that you will require another stenographer or perhaps another record clerk, and if the work increases in proportion, you may require another working unit, composed of a correspondent, a record clerk, and a stenographer. With a small department composed of these three people, you can enlarge on it as necessity requires, and you can do so consistently and in a manner which will not disturb the work.

Analyzed in detail, the work of the promoting manager or correspondent, the record clerks, and the stenographers would be as follows:

#### **PROMOTING MANAGER'S OR CORRESPONDENT'S WORK**

Oversee record clerk;

Handle and reply to letters from:

Customers, <sup>1</sup>

Salesmen,

Miscellaneous sources.

Promotion work:

Prospective customers,

Active customers.

Coöperation by offering advertising in various forms and suggestions to:

Prospective customers,

Active customers,

Follow salesmen and territory by noting route list and following routes,  
Correspondence with salesmen,  
Analysis of reports.

### RECORD CLERK

Receive incoming mail,  
Check calls on cards,  
Check correspondence incoming,  
Put with incoming letters any filed correspondence on hand,  
Check orders,  
Check correspondence outgoing,  
Sign letters,  
Look after reports:  
    Expense,  
    Correspondence,  
    Territory.  
File,  
Fill out cards,  
Keep up records,  
Order stock,  
Look after stock,  
Look after follow-ups:  
    Monthly ticklers in files,  
    Desk jogger,  
    Telephone,  
    Salesmen's envelopes,  
    Outgoing mail.

### STENOGRAPHER'S WORK

Transcribing letters of correspondent from notes or phonograph,  
Handle Multigraph letters,  
Copy letters,  
General secretarial work.

## 282 Work of a Promoting Department

By studying the above analysis of the work of the various members of the department, a very clear conception of the organization, as well as the duties of each person, can be gained. Now, if the work grows, and a larger department is necessary, an enlargement of the department to conform to the following plan will be found ideal:

### IN CASE OF EXPANSION

Subdivision of correspondence:

- By separating classes of trade,
- By dividing territory into two or three sections,
- By separating the mechanical promotion work,
- By dividing the territory and separating the mechanical promotion work.

At its fullest the expansion might involve:

- Manager and chief correspondent,
- Correspondents for various divisions of the territory.

Record Department:

- Record clerk to care for reports,
- Card clerk to attend to card records only.

Filing Department:

- File clerk,
- Assistant.

Transcribing and Copying Department:

- Transcribing chief,
- Transcribers,
- Copyists as needed.

Multigraph Department:

- Multigraph operator,
- Multigraph assistant.

Mailing Department:

- Mailing clerk assisted by office boy.

If the concern inaugurating a promoting department is a large business, having a number of branch houses, it will be advisable to divide the work by establishing separate promoting units at each branch. This is preferable to having one central promoting department, inasmuch as a branch promoting department would be in much closer touch with territorial conditions than a central promoting department could ever be. In the event that branch promoting departments are started, these should all be subject to the full authority of the advertising or sales manager at headquarters, and not to the branch manager. Of course the promoting department must work hand in hand with the branch sales department, and should work the territory as indicated by the branch manager. However, the method of working is controlled by headquarters. The sales or advertising manager is responsible for results, and directs the work in a general way.

### Operation

While, of course, it is a function of the promoting department to work up leads or inquiries for the salesman, and then follow them further by correspondence, another important phase of the work is to follow up old customers. The thing to do is to keep your old customers happy while you are going after new business. This is a point very often overlooked. If your customers are dealers, try to show that you take an interest in *helping them sell the goods you sold to them*. Help the dealer get these goods off his shelves. That's the modern way to do business.

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There are a number of ways in which this can be done. Draw the attention of the dealer to the various advertising features (if you have any) such as signs, booklets, circulars, etc., which you may have to send him and suggest ways and means of using them. Ask the dealer to send you lists of his customers, so that you can write these people letters, and refer them to his store. The letters which you send these people can be mechanically duplicated and will not require a tremendous amount of work. A good correspondent can actually perform a service for old customers by keeping after them, and pointing out from time to time that their stocks may be low; in fact, doing anything by the way of correspondence which will be of help to them. The right correspondent can dig up many things which will interest an old customer, and induce him to send in an order or give it to a salesman when he calls, whereas otherwise he might be wandering from the fold.

One of the most important features of the work of a good promoting department is the proper following up of salesmen; keeping the salesmen advised of the work that the promoting department is doing in their territories; sending them copies of all letters received from and written to customers and prospective customers in their territories; and incidentally from time to time dropping in a few words of advice to the salesmen, in the form of a suggestion, but never in the form of a command or demand. It is in this point that most promoting departments are weak. The salesmen do not back up the efforts



of the promoting department to the fullest extent, and it is only by taking the salesmen into account, and by catering to them in the proper way, that every dollar expended in the promoting work can be depended upon to bring back returns to the fullest extent. - *Forget ye not the salesman, for he is almighty in his territory!*

An important phase of the work of the promoting department, is the proper use of the right kind of card and report forms, and herein will be found illustrations showing the different kinds recommended. You are probably using some forms now which are similar to those shown here; although if you are about to start a promoting department, some new ones (others shown here) will be required. *The main point to bear in mind is that it does not make any difference what kind of forms you now use, if they give you the required data to work on, and record your results in tangible form, so that you can readily see at any stage of the work just what has been accomplished.* That is the real "system secret." Ordinary systems nowadays seem to be a synonym for "red tape," *and that is just what you want to avoid.* But be sure your forms give you the information you need.

The forms described and shown hereafter are approximately in the order in which it will be necessary to use them. In the first place, we will need what is known as a Town Card (see next page).

As will be seen from studying the following card, information concerning the town should be noted on this card. It is practically self-explanatory. You will note a





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becomes the Customer Card, by simply cutting off with a pair of shears the tab in the upper right hand corner. If after you have been working on a prospect in connection with your salesman for some time, the man buys, then you cut the tab off, and he becomes a customer instead of a prospect. The tab is cut off for convenience sake, so that you can readily distinguish customers from prospects, in glancing through your files.

The above forms are practically all of the everyday working equipment of this department, but some other very essential forms are necessary. One of these is the Town Report, or Salesman's Daily Report:

Report No. _____			
<b>SALESMAN'S TOWN REPORT</b> THE JONES MANUFACTURING CO.			
Territory No. _____		Town _____	Date _____ 19__
Name	Business	Called or Sold.	Remarks

The form is made out for every town in which the salesman goes, and all the details of his calls are entered upon this sheet. Every night the salesman mails these in.

When these reports are received, they go to the record clerk, and the record clerk records the calls on the Town Card, as well as the Prospects' and Customers' Cards. They then may go either to the promoting manager, or, to

the general or sales manager. In case they go to the general or sales manager, either individual comments in blue pencil, on any matters that need emphasis in the correspondence to follow, and returns the reports to the desk of the promoting manager. The promoting manager then begins the follow-up work, which thus dovetails closely the work that the salesman has been doing, just a few days previously.

Of course a route list is necessary, and this is merely a simple form which the salesman makes out and sends in every week or every two weeks if possible. It shows the time he will be in each town in his territory, and the various hotels he will stop at, so that you always have a definite address for him. No doubt you are using a form of this character already:

<i>SALESMAN'S ROUTE LIST</i>			
NAME _____		MONTH _____ 19__	
DAY	DATE	TOWNS	ADDRESS FOR MAIL
MONDAY			
TUESDAY			
WEDNESDAY			
THURSDAY			
FRIDAY			
SATURDAY			
SUNDAY			

—IMPORTANT—  
ROUTE LISTS FOR PRECEDING WEEK SHOULD BE MAILED  
NOT LATER THAN THURSDAY

A helpful, though not essential, form is a Name Blank, which is used by dealers (if you sell through dealers) to send in the names of their customers and prospective cus-

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tomers, so that you can promote them and write them, to go to the dealer for your goods.

<b>SMITH &amp; JONES CO</b> <small>Please give us the best business and addresses of all Customers that order otherwise these will then receive all of our advertising matter from time to time and the list is our direct office</small> <b>LIST OF CUSTOMERS IN</b>	
DOWN _____	STATE _____

Advertising and Printing Order Blanks are used by salesmen to indicate the kind and quantity of advertising matter to be shipped to dealers, if the business sells through dealers, and when received in the office, should come to the promoting department so that this department will be familiar with what advertising the various dealers are receiving.

Charge _____ <b>Advertising and Printing Order</b> No. _____			
O. K. _____		Date _____	
Ship to _____			
Ordered by _____		Packed by _____ Packages _____	
Ship Via _____		Date Shipped _____	
<small>NOTE—Mark all matter to be imprinted with an X</small>			
<small>Do not write in space below</small>	<small>Quantity</small>	<small>Article Always order by form letter when possible</small>	<small>Do not write in space below Price</small>

### SPECIFICATIONS OF SYSTEM FORMS

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Town Card—Card Index Stock, 8 x 5 in., with tab.  
 Prospect Card—Card Index Stock, 8 x 5 in., with tab.  
 Town Report—Light Weight Bond, 6 x 9 in.  
 Route List—Light Weight Bond, 7 x 5 in.  
 Name Blank—Light Weight Bond, 7 x 8½ in.  
 Advertising and Printing Order Blanks, Light Weight  
 Bond, 5½ x 11 in.  
 Monthly Expense Report—Card Index Stock, 8½ x 11 in.  
 Monthly Correspondence Report—Card Index Stock,  
 8½ x 11 in.  
 Monthly Territory Report—Card Index Stock, 11 x 8½  
 in.

Three other forms which have to do with a final record of expense and results are the Monthly Expense Report, Monthly Correspondence Report, and the Monthly Territory Report. Each of these will be self-explanatory, upon referring to the illustrations. These are not absolutely essential in this form, but some records of the kind should be kept, inasmuch as they show exactly what the cost is, and what the results are, which, after all, are two of the most important factors in any enterprise.

Study the following three forms carefully and you will realize their importance.

\_\_\_\_\_ **TRADE SERVICE DEPARTMENT**  
**EXPENSE REPORT**

MONTH \_\_\_\_\_ YEAR \_\_\_\_\_

	Month	Year to Date	Month Last Year	Last Year to Date
<b>A. SALARIES</b>				
Aa Regular				
Ab Extra				
Ac Traveling Expenses				
Total				
<b>B. MAILING CAMPAIGN</b>				
Ba Postage				
Bb Samples				
Bc Printing				
Total				
<b>C. PRINTED MATTER</b>				
Ca Stationary, Supplies, Etc				
Cb Booklets, Etc.				
Total				
<b>D. SAMPLES</b>				
Da Regular				
Db Special				
Dc Expressage & Postage				
Total				
<b>E. GENERAL POSTAGE</b>				
<b>F. SUNDRIES</b>				
<b>GRAND TOTAL</b>				



\_\_\_\_\_  
**TRADE SERVICE DEPARTMENT**  
**CORRESPONDENCE REPORT**

MONTH \_\_\_\_\_ YEAR \_\_\_\_\_

	Month	Year to Date	Month Last Year	Last Year to Date
<b>1 INCOMING MAIL</b>				
TRADE MAIL				
Customers				
Prospective Customers				
Total				
INSIDE MAIL <small>(Branch Correspondence and Outlets)</small>				
Reports				
Letters				
Miscellaneous				
Total				
GRAND TOTAL				
<b>2 OUTGOING MAIL</b>				
TRADE MAIL				
Customers				
Prospective Customers				
Total				
INSIDE MAIL				
Salesmen				
Branches				
Miscellaneous				
Total				
PRINTED-MATTER				
Booklets				
Printed Letters				
Miscellaneous				
Total				
GRAND TOTAL				
<b>3 ORDERS</b>				
	No. Orders	Amount	No. Orders	Amount
SALESMEN				
New Dealers				
Repeat Orders				
Total				
DIRECT				
New Dealers				
Repeat Orders				
Total				
GRAND TOTAL				

TERRITORY REPORT										Year	Sia Months Quota		Salesmen	
		January	February	March	April	May	June	July	August	Since	Since	No.	No.	
		Quota	Amount	Quota	Amount	Quota	Amount	Quota	Amount	Quota	Amount	Quota	Amount	
<b>SALES</b>														
Dealers														
Prospective Dealers														
Miscellaneous														
GRAND TOTAL														
<b>OUT</b>														
Stacked														
<b>SALESMEN</b>														
New Dealers														
Miscellaneous														
Miscellaneous Report														
Total														
<b>DIRECT</b>														
New Dealers														
Miscellaneous														
Miscellaneous Report														
Total														
<b>COST</b>														
GRAND TOTAL														
<b>AM. EXPENSE</b>														
SALARY														
Expenses														
Percentage of Selling Expense														
No. 1														
No. 2														
No. 10														
No. 11														
No. 12														
No. 13														
No. 14														
No. 15														
No. 16														
No. 17														
No. 18														
No. 19														
No. 20														
Miscellaneous														
GRAND TOTAL														

### Getting More Business

Equally important with the system side of a promoting department is the creative side—getting more business, establishing more agencies and dealerships, engendering good will among the customers and the trade.

It will be appreciated, however, that promoting letters must be individual to a business and that no set forms can be given that will fit all cases.

Following are some letters that have proven successful in the promotion work of several manufacturers whose lines are sold through agents and dealers to consumers. They will not fit your particular business as they stand, but you may find certain sections and paragraphs that you can adopt in your work. They are given here simply for the suggestions they may give you and to illustrate the general style and character of such letters; consider them only on this basis.

The following letter acknowledges an agency order placed through a representative. This or similar acknowledgment should be made immediately upon receipt of such an order:

DEAR SIR:

We wish to thank you for your valued order placed through our representative, Mr.....  
It will have our best attention.

We are pleased to open an account with you and shall endeavor to make the association mutually pleasant and profitable. On account of the constantly widening use of spraying materials, we feel certain that there is no other proposition which offers better opportunities for building a successful

and profitable business nor one which, when properly pushed, yields such good returns for the capital and energy expended.

Our well known high quality, which is the acceptable standard of manufacture, is the strong bulwark of the live and progressive merchant who desires to build a permanent business on quality rather than attempt to secure trade on a low price basis.

From this time forward, it will be our purpose to direct all possible business to your store by effective advertising and personal helps. We feel confident that if you will cooperate with us closely and push our proposition enthusiastically, we can help you secure the lion's share of the insecticide business in your locality.

In addition to extensive magazine and national bulletin advertising, we are employing by far the most extensive and effective direct advertising to the consumers in the business. We get close to the consumer with very little waste and bring trade to your store.

To do such work successfully, we require carefully selected lists of all possible trade in your locality. We enclose a set of blanks with full instructions for their use.

We hope they will have your best attention. Without good lists we cannot work effectively and you cannot make the success and money otherwise possible.

Again assuring you of our desire to assist you in every way and thanking you for your order, we are,

Yours very truly,

THE BLANK MANUFACTURING Co.

Sales Manager.

Dict. A. A.—43-E Enc.

To new agents and dealers who have increased their sales the past year but who have not placed spring stock orders:

DEAR SIR:

The sale of our goods for the year just ended was the largest in the history of the Blank Mfg. Co. It is a great pleasure to know that most of our agencies have shared in this gain and that the increase has been substantial and steady from all sections. This gives us great confidence in our proposition and though it is your first year with the Blank line it must be a source of great satisfaction for you to learn of the progress our older agents are making. We sincerely hope that your comparisons will show equally as well in a year from this time.

Our representative, Mr....., who called on you is very enthusiastic over your sales for the past year. We know you are deserving of much credit and wish to thank you for the share you have taken in bringing about these splendid results and for the hearty support you have given us during the past year. Keep up the good work.

We are adding some new features to our line of advertising which will increase your sales this year. You, no doubt, have noticed our extensive national magazine advertising which is just now getting fairly started. We are confident that it will help each agent. We stand ready to assist you in every way and hope you will not fail to call on us when we can help you.

Feeling confident that we can count on you for continued liberal favors in the future and with best wishes for a successful year, we remain,

Yours very truly,

THE BLANK MANUFACTURING CO.

Sales Manager.

P.S.—You have not yet placed your spring stock order. We hope you will be able to give it to our Mr..... when he next calls on you.

Letter sent to new agents who have not sent in Property Owner lists for personal letters:

DEAR SIR:

Some time ago we wrote you, calling attention to the personal letter work we do for our agents, and enclosed a blank so that you might send us the names of farmers in your locality whose property was to be painted or ought to be painted. We regret that you have not made use of the blank enclosed then so that we might prove the value of such help to your business.

We believe that you cannot employ a better or more effective method of going after business in your locality than our "personal letter" system. The letters we write contain very forceful arguments. They are mailed under two cent postage. In each letter we tell the prospective customer that he can buy Blank Paint and Varnish from you. We try to get him to go to your store for a color card and full information. The letters will help you, not only in the sale of Blank's Paints and Varnishes but also in the sale of your other goods, as they bring customers to your store. We do the work free of expense to you—all you have to do is to send us the names.

We hope that you will immediately give the "personal letters" a trial and are enclosing another blank. Please fill it out carefully and send it to us at your earliest convenience.

Feeling confident that you can make a big success with your agency, if you coöperate with us fully, we are,

Yours very truly,

THE BLANK MANUFACTURING Co.

A. D.—43 E Enc.

Sales Manager.

Letter to new agent acknowledging receipt of Home Builder lists sent direct. First list must be acknowledged:

DEAR SIR:

We were pleased to receive the list of home builders to whom you desire us to write, and will address each one with a personal letter and a copy of "The Truth About Refrigerators," followed in one week with an attractive folder or mailing card.

You will be quick to appreciate what good advertising this is for your refrigerator department as well as for your store in general, particularly as these letters are followed up in one week by an attractive feature.

We want you to watch the results which these letters bring so that you can let us know within the next few weeks how many have been effective. It is our idea to interest you in our personal letter system so thoroughly that you will continue to use it regularly hereafter and in that way get the full benefit that can be had through carrying Smith's Iceland Refrigerators.

Yours very truly,

THE SMITH MANUFACTURING CO.

A. D. F.—AE & B24 Enc.

Sales Manager.

Letter asking report on samples:

DEAR SIR:

Have you had an opportunity to test the samples of . . . . .  
. . . . . which we sent you some time ago? If so, we shall be very much interested to hear what results you have secured in their use.

The samples were sent you after carefully studying your requirements, and we are confident that they represent a quality that will give satisfactory results at an economical cost.

May we have the favor of a response at your early convenience?

Yours very truly,

THE BROWN MANUFACTURING CO.

C. S. A.

Sales Manager.

Letter signed with representative's name urging agent to send in list. Mailed only to clean up territory and after follow-ups have been sent out in spring. This letter is

purely personal in tone so the abundance of "I's" may be excused in order to accomplish the desired purpose:

DEAR SIR:

My division manager has just furnished me with a list of the agents in my territory who have not yet sent in their lists for mailing the Calendar-Circular.

I am glad to see that with but few exceptions all the agents in my district have taken advantage of this business-getting opportunity. I regret exceedingly, however, to find that your list has not been sent in.

If I could see you personally I am sure I could impress upon you the urgent necessity of preparing a good list of property owners, real estate dealers, mill and factory owners—anyone who is a bona-fide buyer of Blank's goods—and forwarding it to us at once.

I can say to you frankly that you will miss an opportunity for good, forceful advertising if you even delay sending us this list. It costs you nothing but a little time in preparing the list, and I am sure you are willing to devote it to such a profitable purpose.

I enclose a few extra blanks for your lists, and I feel very sure that the next time I inquire at headquarters I will find your list has been taken care of in good shape.

Yours very truly,

THE BLANK MANUFACTURING Co.

A. E. C.

Representative.

Special letter of encouragement to go one month after shipment of goods, except with agents landed far in advance of season, when a special date should be given:

DEAR SIR:

We are writing to inquire if there is anything special we can do to help you push the sale of "Blanklac" and our other products.



We desire that you make the biggest kind of success out of our agency. We want it to be as profitable and as satisfactory to you as possible. We realize that we can increase our own business only by helping to increase the business of our agents. It is therefore to our interest to work as hard as we can to make each individual agency successful.

We hope that the advertising features sent you were received in good condition and that you have all of them nicely displayed. It is very important to make proper use of the advertising—it is the advertising properly displayed that helps to bring in the business.

Have you plenty of counter cards? When your supply is running low, let us know in advance so that we can replenish it in time.

We hope that our agency is proving to be as satisfactory as you expected, and trust that you will not fail to call on us if we can serve you with any special help.

Yours very truly,

THE BLANK MANUFACTURING CO.

A. F.—Enc.

Sales Manager.

Letter soliciting stock order which representative did not secure. Sent following call as demanded by the circumstances:

DEAR SIR:

When our Mr.....called on you some time ago, you were not in position to give him your regular spring stock order for Green's Saws. We wish to inquire if you are ready to place it now.

The reports that we are receiving from every part of the country, both from our agents and representatives, indicate that the season will be a very good one for building and contracting work. Judging from the large number of stock orders we have received so far, Green's agents are making early preparations to begin the canvass for orders ahead of their

competitors. We presume you will want to do likewise, and we wish therefore to urge you to send us your stock order as soon as you can. There is another reason, too, why we should have it soon; we shall want some little time to prepare the advertising features that you may require and to place you in position to go after the business as early as possible in the season.

For your convenience in ordering we are enclosing an addressed envelope and one of our latest order blanks. This blank is so arranged that it will be easy for you to write up your order. You will notice that we have provided space for names of carpenters and contractors in your locality. We would also like to open the campaign for you early with our "personal letters" so that we can forestall the work of competitors and gain the first attention of possible buyers.

We hope to be favored with your order by early mail.

Yours very truly,

THE GREEN MANUFACTURING CO.

A. G. B.—C. P.

Sales Manager.

Letter of encouragement sent agent upon advice of representative:

DEAR SIR:

We are very much pleased to hear from our Mr. . . . . .  
 . . . . . that you are pushing our goods so earnestly  
 and with so much success.

It is just such coöperation as you are giving us that enables our agents to forge ahead each year. It also encourages us to give greater help to those of our agents who show their appreciation of our efforts.

You will probably be interested to know that we have met with marked success so far this year. We planned for a big business and we are glad to say we are getting it. Trade is good in every section of the country and so far as we can learn nearly all Blank's agents are doing well.

We hope that you will continue to have the same success with our products throughout the year that you are having now. You have probably laid plans to secure a larger share of this business in your territory than ever before and, in doing so, we trust you have not overlooked our "personal letters." We do not know of more forceful sellers than the "personal letters"—they reach the people in their homes and when they are in the most receptive mood, and usually leave an impression that leads up to a sale of Blank's goods. We urge you to use them freely during the year.

On the enclosed blank we should like to have you give us by return mail the names of any persons in your locality who are going to or ought to use our goods. We shall go after them for you with personal letters and other advertising.

With best wishes for your welfare, and success, we are,

Yours very truly,

THE BLANK MANUFACTURING CO.

A. I. B.—43E Enc.

Sales Manager.

Suggestion for a letter to follow up regular series to possible agents. To be used as an extra feature where advisable:

DEAR SIR:

We are writing you again in regard to our agency proposition at the request of our Mr..... for we honestly believe that if you thoroughly understood what we have to offer you would become our agent.

The only way we can actually prove to you what we do for our agents in increasing their sales and profits is to have you give us a reasonable order and let us give you the advantages of our selling helps for one season. Of course we can tell you about our goods and our methods and point to thousands of agents who are prospering and building their business through our agency, but nothing will convince you so clearly as a year's trial with us.

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We ask you to try our agency because we believe you are well qualified to handle a leading line like our own in your locality and because we can help you get all there is out of the vacuum cleaner business of your section.

Don't overlook the fact that in addition to the largest number and most forceful line of direct helps for getting business for our agents, our very extensive magazine advertising campaign is making a White Agency a more valuable asset for the merchant every day.

We suggest that you write to any dealer who is handling our goods. On the enclosed list you will find the names of some of our successful agents in your vicinity.

Thanking you in advance for writing us, we are,

Yours very truly,

THE WHITE MANUFACTURING Co.

A. A. A.—E23 and PC49 Enc.

Sales Manager.

### Conclusion

The average sales department is too busy with immediate sales possibilities, to give any great amount of attention to a gradual working up of interest in a field which is not considered fully developed, but which a promoting department can work continuously and consistently, bringing out an untold wealth of business opportunities.

The value of such a department is apparent, and the reason that more of such work is not being done is because it is usually looked upon as something that requires a special organization and great expense, although this is not the case. All that is necessary is a sufficient desire on the part of those of authority, and to crystallize that desire into action, followed by a common-sense application of the principles heretofore outlined.

The smallest and the largest concerns are doing definite promotion work, and if the business in which you are interested is not doing it, there is no reason why it should not. Promotion work is a good remedy for poor business, regardless of what kind the business is, whether it be an immense mail-order concern like Sears-Roebuck Company or the Larkin Company, or whether it be a business selling to dealers, like the Beaver Company, which, although not established many years, has made the promoting department one of the most important departments of the business, which has grown to tremendous proportions.

If you would have a promoting department and big business—do as big businesses do—have one.



IX

How to Plan and Edit a House Organ

Edited by ARTHUR T. GARRETT





## IX

### How to Plan and Edit a House Organ

BEYOND question, the house organ, rightly conducted, is one of the most efficient and economical of advertising mediums.

Going—as it does—direct to interested parties, it is read with pleasure and profit and the firm issuing it is kept in intimate touch with its customers. Dignified by having a distinctive name and volume number, it performs the same mission accomplished by miscellaneous follow-up printed matter, and at the same time escapes the wastebasket, which too often is the recipient of information that is wanted, but has been thrown away because it is simply a folder.

The office boy who opens the mail sometimes ruthlessly casts aside advertising matter which has caused some hard-working individual nerve-racking hours of toil in its creation, and which has incidentally been very expensive to the creator's employer; but the interesting and information-carrying house organ which has established itself and won attention is given the right of way along with the

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first-class mail that reaches the desk of the individual to whom it is addressed.

This, in fact, is the chief value of the house organ form of advertising. Once it captures the attention and interest of the man it is intended to reach—customer, prospect, or dealer—it reaches him regularly, while other literature just as important, perhaps more expensively gotten up, and carrying a message just as timely and desirable, is sidetracked in the outer regions because, "It's only an advertisement and the boss doesn't want to see it."

Editing a house organ calls for ability of the highest order, to make it a success. The editor of a literary, fiction, or business magazine, or even a trade or technical paper, need only be an entertaining writer and a good guesser regarding the matter that will please the majority of his readers, and from the mass of material submitted he can select that which his experience tells him will suit them. He has no cares regarding the money-making end—that is up to the Business Manager and the Advertising man.

The house organ editor, however, must be an advertising man of high caliber. He must be a salesman-plus, for the object of his paper is to sell goods, enthusiasm, or service, and it is usually a one-man job. He has no horde of eager contributors sending him in articles to accept as they are or to be edited to suit. He must be able to write scholarly articles, selling talks, breezy inspirational effusions, technical articles, and humor. A house organ editor who hasn't a sense of humor will get so deadly dull

that his paper will quickly become a liability instead of an asset.

On the other hand, if he is nothing but a humorist who can compel a laugh a line, he will as quickly pall; for no humorist is versatile enough to hold the same audience indefinitely—or if he is, he can make too much money somewhere else—the house organ field is too narrow for him.

If variety is the spice of life, it is the “ginger” of a house organ, and the man who can keep it up month after month, with a punch and a surprise on every page, is worth his weight in gold to his employer, even if he’s six feet tall and a yard across.

A house organ must possess personality, and for that reason a syndicate arrangement, where firms in the same line in different territories are furnished identical publications, with changes only in cover and editorial page heading, will probably not be profitable—except to the syndicate promoter. These publications practically always have a “canned” flavor and lack the individual touch that only personal attention can give. Of course this arrangement is obviously cheaper, speaking in terms of expended dollars and cents, but it is far less expensive to have no house organ at all—and the results very likely will be about the same.

A house organ prepared wholly by a service company may be attractive and clever, but unless hearty coöperation is given by someone on the inside, it can never have a strong following. It will always lack the authoritative tone that is so necessary.

If it is worth anything at all, it is worth doing well, and the only way to conduct such an enterprise successfully is to place it under the supervision of some man in the organization who knows the goods, the dealers or salesmen, printing, advertising, and selling, and who can wield the pen convincingly and entertainingly. Too many house organs are edited with the shears and paste pot. A good joke is a relish, but it is not like an edge-tool or a woman's tongue—it does not grow keener by constant use—and if a house organ is mainly a review of last year's *Puck* and *Judge*, it is wearisome—and a tired man buys no goods.

Vanity and “knocking” are two things that are to be sedulously avoided.

There is often a temptation to devote several pages of the publication to biographical sketches of the founder of the business or of the prominent officers of the concern, forgetting that the readers are far-off business men who read the publication solely for the information it may contain regarding the making of more profit. They read it for selfish purposes entirely, to gain knowledge that will be of practical benefit in conducting their business, and they are not interested in the early struggles and ultimate success of individuals personally unknown to them. A house organ that resolves itself into a limited “Who's Who” may be a literary success and highly gratifying to the personal vanity of the people who pay the bills for its production—but its influence as a selling medium will be *nil*.

The length of time a concern has been in business is often a favorite theme for lengthy articles of self-praise, and although a record of years has its value, what the reader wants to know is not what you were doing ten, twenty-five, or fifty years ago, but what you are doing now and your plans for the future. It might be well in this respect to remember an enterprising American's "come-back" in London for a rival merchant who placed a sign above his door that read, "We have been in business here for two centuries." The American at once had a large sign painted saying, "We have been in business here two weeks—ALL NEW GOODS, NOTHING STALE OR SHOP-WORN."

There are house organs which devote considerable space to competitors in the endeavor to show how inferior their goods are.

These attacks simply call attention to the fact that there is competition and that the man fears it will make serious inroads upon his trade unless he shows up the weak points of the rival goods. Our natural sympathies always gravitate to the party who is attacked—especially if it is where he has no opportunity to answer—and many a good customer has been led to investigate a line solely because it has been derided by a rival manufacturer, shrewdly figuring that a really inferior article would not inspire such an attack.

House organs can be divided into four classes: The dealer house organ, issued by a manufacturer or wholesaler and sent to retailers or prospective dealers; the

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consumer house organ, issued by a manufacturer and sent to people who can be persuaded to buy his product either direct or from agents or dealers and be held as permanent customers by being periodically reminded in this way of the merit of the product or products; the user house organ, issued by a manufacturer of a machine, vehicle, specialty, or specialties that require a steady purchase of equipment or supplies which can be bought elsewhere, and sent for the purpose of holding such users in line for the supply trade; the salesmen house organ, issued by a manufacturer or wholesaler with a large force on the road, and intended as a means of stimulating the men in the field, gingering them up, keeping them loyal to the house, and supplying them constantly with new leads, new selling talks and methods, "hunches," closing arguments, etc.

### **The Dealer House Organ**

The great majority of house organs come under this classification. Practically every prominent manufacturer issues a publication of some kind, and likewise it can be confidently stated that a great number of them are of small benefit to the publisher, inasmuch as he has a wrong conception of the true mission of a dealer house organ.

The mistake is made in constantly trying to sell the dealer, in using page after page, month after month, endeavoring to do something that is generally already accomplished; using all the adjectives in the dictionary to describe the goods, instead of aiding him to sell the goods to the consumer.

A good two thirds of the dealer house organ should be devoted to the retail salesmen. The retail clerk is the important connecting link between the ultimate consumer and the manufacturer and to neglect handing him all the information that can be collected is a serious mistake. No line of goods can hope for continuous trade unless it possesses merit, so we will start off with the assumption that no manufacturer will stock up a dealer with goods that will not please the public. Therefore, if they do not sell, the fault can be traced directly to the people who hand them over the counter. These salesmen are not wizards, nor are they walking encyclopedias of empirical knowledge—they must be taught, and if the manufacturer is not far-sighted enough to volunteer information, they rarely will take the trouble to dig up the information themselves. Practically always, however, they are ready to learn.

If it is textile goods, the clerk should know facts about the raw material, where it comes from, how it is produced, how it is manufactured; every step from field, forest, or animal, up to the finished product. If the clerk knows this thoroughly, he is sold himself on the goods, and that is the first requisite of successful salesmanship.

If it is a mechanical device of any description it will not do for the salesman to shove it toward the customer and say "directions on the box tell how it works." He must know how to deftly demonstrate without hesitation or slip, otherwise the customer may think it is complicated.

Dealer house organs range in size from the "pocket editions"  $3\frac{1}{2} \times 5$  in., to imposing magazines,  $9\frac{1}{2} \times 12$  in.

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A very good size is what is called the "standard" magazine, type pages measuring 33 x 48 pica ems, or 5½ x 8 in. The size of the house organ, however, should always be regulated by the plan of illustration. What is known as the "flat" publications, measuring 9 x 12 in. and larger, are desirable where it is necessary to show detailed illustrations of machinery, sample window displays, sample advertisements, and dealer electros.

An elaborate cover design is unnecessary and more than two colors is an extravagance. The first cost of a black and white drawing is slight and the engraver can fashion in a Ben Day background for the second color. From these etchings an electrotype can be made which is good for two hundred thousand impressions or more, and the original zincs saved and electros ordered from them as they are worn out.

Where a two-color cover is used and the form is a 16- or 32-page, run-and-turn, the running heads, or head rules, can be printed in color. This gives an improved appearance to the publication that is worth the slight additional cost.

The paper for a house organ should be a fair grade of book paper of at least eighty-pound weight. A thinner paper than this will cause the type on the opposite page to show through, making it difficult to read. If half-tones are used, to get the best effect a paper with enamel finish must be employed and the publication gotten up regardless of expense. Each one must decide for himself whether or not he considers half-tone illustration necessary, and





**Kellogg's SQUARE DEALER**

**THE OLD GROCERYMAN**

FOR FULCRUM

...the Old Groceryman... double...  
...the Old Groceryman... double...  
...the Old Groceryman... double...

**Kellogg's SQUARE DEALER**

**RETAIL GROCERS FULLY AWAKE TO BIG ISSUE**

RESISTANCE in the way of...  
...the issue of the...  
...the issue of the...  
...the issue of the...

**Kellogg's SQUARE DEALER**

**About Guarantees**

...the issue of the...  
...the issue of the...  
...the issue of the...

**Kellogg's SQUARE DEALER**

**SERVICE BUREAU**

...the issue of the...  
...the issue of the...  
...the issue of the...

**Kellogg's SQUARE DEALER**

**ALL THE CHAIN STORES**

...the issue of the...  
...the issue of the...  
...the issue of the...

**The HATMAN**

...the issue of the...  
...the issue of the...  
...the issue of the...

**Kellogg's SQUARE DEALER**

**WELCH'S**

...the issue of the...  
...the issue of the...  
...the issue of the...

**Welch's Magazine**

June 1914

...the issue of the...  
...the issue of the...  
...the issue of the...

**The HATMAN**

**REVERIES OF A HATMAN**

...the issue of the...  
...the issue of the...  
...the issue of the...

**The Little Blue Flag**

What Wanda Duplex Mean to Us

...the issue of the...  
...the issue of the...  
...the issue of the...

**Welch's**

**The National Drink**

**MAGAZINE**

**Oh Skin-ny!**

...the issue of the...  
...the issue of the...  
...the issue of the...



Representative Dealer House Organs.

**The Larkin Idea**  
 WE BUY ALL FROM LARKIN

WE BUY ALL FROM LARKIN

THE LARKIN JUNIORS DEPARTMENT

The Larkin Paper Page

THE LARKIN JUNIORS DEPARTMENT

The Larkin Paper Page

THE LARKIN JUNIORS DEPARTMENT

The Larkin Paper Page

**The Larkin Idea**  
 August 1914

**THE LARKIN JUNIORS DEPARTMENT**  
 The Larkin Paper Page

THE LARKIN JUNIORS DEPARTMENT

The Larkin Paper Page

**Ford Times**  
 Oct. 1914 No. 1 Vol. VIII

**Ford**  
 THE FORD TIMES IS A magazine devoted to the automobile public in particular. But some of interest to everyone.

It is published monthly by the Ford Motor Company, a world-wide distribution, each month to anyone anywhere upon request.

**Ford Times**

THE FORD TIMES IS A magazine devoted to the automobile public in particular. But some of interest to everyone.

It is published monthly by the Ford Motor Company, a world-wide distribution, each month to anyone anywhere upon request.

**Electron**

October 1914

THE FORD TIMES IS A magazine devoted to the automobile public in particular. But some of interest to everyone.

It is published monthly by the Ford Motor Company, a world-wide distribution, each month to anyone anywhere upon request.

**Electron**

October 1914

Representative User and Consumer House Organs.

if he decides in favor, be ready and willing to shoulder the expense it entails. Half-tones that are blurred or grayish are the worst possible illustrations, and the most skilled pressman cannot get a good half-tone effect on a light-weight book paper.

On the other hand line engravings, zinc etchings from black and white drawings, or silver print engravings from photographs can be printed with good effect on the lighter grades of machine finished or sized and super-calendered book papers.

Comparatively few house organs use a different stock for cover and text but if it can be made interesting and instructive enough to impel a desire to preserve it, a durable cover stock could be used to advantage. This plan would also give a variety of colors throughout the year. A 20 X 25, seventy-five pound cover stock or even a fifty-pound stock will give a substantial cover for the magazine, and the paper house furnishing the stock will supply a color guide so that the layman can always plan a harmonious color scheme.

Column widths and type faces are also two important points to be considered. Ordinary newspaper type is eight point set in thirteen em measure, but 8 point, either solid or leaded, is too small for a publication of this character. If newspaper column widths are used, the type should be leaded 10 point, and if the column is wider, 12 point should be used. The column width should never exceed eighteen ems, or three inches, as it is difficult to follow the text when reading long lines.

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Any good, legible face can be specified, although Caslon Old Style or Scotch Roman are admirable types for house organ printing, using Caslon Bold or Cheltenham Bold for heads.

The house organ editor should have a library of catalogues and sample books from all the paper manufacturers and the latest type-founders' catalogues, and he should be a subscriber not only to all the trade papers in his line, but also to the printers' and advertising publications, where he will gain many valuable pointers.

After deciding definitely upon the physical characteristics the next step is to map out the editorial policy, always remembering that the object of the publication is for the sole purpose of helping the dealer to sell the goods—he'll continue to buy them if they sell.

A monthly publication should not be less than sixteen pages, and thirty-two if the line is composed of a large variety of goods, like hardware, for instance. A wholesaler's house organ would naturally be larger than that of a manufacturer making a single line of goods.

The publication should start off with a signed leading article from the pen of the President, Sales Manager, or Advertising Manager, and there is no limit to the subjects they can use. The writer should mentally project himself into the dealer's shoes and write his article from that standpoint. The editor will always find it difficult to persuade his chief to produce this leading article, but he should be made to see that a series from such an authoritative source

will influence and impress the dealers in a way that unsigned articles would not.

Then should come articles for the retail clerks—how to demonstrate the goods; how to describe them; how to handle the dissatisfied customer; how to overcome prejudice in favor of another line; how to gauge temperaments; how to sell more than the customer asks for; how to introduce allied lines—in fact, covering every phase of retail selling, and always carrying the idea that the manufacturer considers the clerks as a vital factor in placing his goods before the public, and written in a way that will make the retailer's salesmen proud of their job. They should be invited to write to the editor regarding any problem they have and made to feel that they occupy an important place in the manufacturer's distribution plan—as they do.

If the line lends itself to window display, this matter should have a department to itself, wherein diagrams, illustrations, and suggestions appear in every number. Prizes—and they need not be large—can be offered for the best window display each month, and the winning window and its designer pictured as one of the features. This plan never fails to stimulate the salesmen—bringing forth latent talent—and makes them enthusiastic boosters for the goods.

Another section can be given to sample display ads., but the offer to furnish entire electros of advertisements of large size extolling this particular manufacturer's goods is not popular. Sample ads. should be shown from which the merchant can adapt, and the free electros to be sent should

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be small feature cuts, trade-marks, etc. These electros should be sent unmounted.

As new goods are brought out they should be illustrated and written up at length, and if prices can be given it will simplify matters considerably as an order can be sent in at once if the price is shown. It is true that many manufacturers and wholesalers in sharply competitive lines are averse to quoting prices for fear the publication will fall into the hands of their trade rivals. There is, however, a very simple way to quote prices so that the dealer alone will know them. Have a standard price list and a private discount list which is sent to each dealer by registered mail. To know the net price the dealer will only have to consult his discount sheet.

The remainder of the text can be of a miscellaneous nature—original humorous articles treating of some phase of the trade; technical articles that have been carefully prepared; voluntary contributions from any of the readers who have a good story to tell; contributions from men of note in the particular line to which the publication is devoted.

A separate humorous page is not recommended as it will have to be filled with reprints and there are not enough good ones for the purpose. However, jokes, poetry, mottoes, epigrams, etc., are good for fillers, to be used between articles and to finish out the pages when short.

This is the "skeleton" lay-out for a winning dealer house organ, but the great danger to avoid is getting into a

rut. Only by "mixing them up" can the interest of the readers be held. New departments can be instituted, run their course, and be succeeded by something else. Special numbers can be issued, say, quarterly, and given a name like "Travel Number," "Speed-Up Number," "The Solemn Number"—or any fanciful title that hits off the contents.

If the line is nationally advertised, the campaign plan, the mediums used, and the copy should be featured strongly in the house organ and inserts of the ads. enclosed with the current number, that the dealer may not be uninformed regarding the manufacturers' efforts to standardize his product and create lasting prestige and good will.

It is a debatable question whether or not it is ethically wrong to solicit paid advertising for a house organ of this kind. It is decidedly wrong if this solicitation savors anything of a "hold-up," and if advertisers are influenced by anything except the actual merits of the publication as an advertising medium, then a strict rule should be made that no paid advertising will be accepted.

But a magazine going to several thousand dealers of a particular class is the best advertising medium possible for other manufacturers who wish to reach that particular trade and their advertising here is even more productive per unit of circulation than in a trade paper and many times more valuable than in a magazine of general circulation. Therefore, where it is of a real benefit to the readers to advertise non-competitive lines handled by the same dealers, there is no reason why the house organ

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publisher should not sell his space to reliable people, provided, as before stated, that there is no suspicion of forcing a man to buy by holding some sort of a club over his head.

In making rates for paid advertising, there are publications which, as they consider every dollar "velvet," will accept any price they can get. But as the space is really valuable to the man buying it, he should be charged the full market price.

General publications in setting their advertising rate figure it at approximately a cent a line per thousand. The "line" is a single column, reading text measurement, and in agate or  $5\frac{1}{2}$  point type, fourteen lines to the inch. As a publication that is many times more valuable, the house organ should charge at least five cents per agate line per thousand. Thus, if the circulation is five thousand and the advertiser wanted to place a two-inch single column ad., he would be charged for twenty-eight lines at five cents each, or \$7.00. The most satisfactory way, however, is to determine the page cost at this rate and sell the space in quarter, half, and full page space only.

Several of our best-known trade publications started originally as house organs. The paid advertising gave such good returns that they became strong enough financially to embark as strictly trade publications.

### **Consumer House Organs**

For many years the only examples of consumer house organs extensively used were almanacs and pamphlet cook



books, distributed by the druggists and grocers, with rubber stamped imprints.

Looking at it in one way, this method of distribution was very economical, assuming that the said druggist or grocer would conscientiously see that each booklet was duly delivered to the home of one of his customers. As a matter of fact they were allowed to rest on the counter for a brief time and then away to the furnace or into the capacious maw of the waste paper collector.

Lately there has been less of this miscellaneous distribution and the consumer house organ is sent by mail directed to the individual, where it performs a valuable mission.

The editions are large, sometimes running into the hundreds of thousands for large concerns; yet at one cent per month per person, or twelve cents per year, the cost is small when it brings from each family trade amounting to several dollars per year.

Consumer house organs are issued by food products companies, insurance companies, real estate organizations, public service corporations, mail-order houses, and many miscellaneous manufacturers.

If the mailing list is carefully compiled there is no doubt that it is a paying proposition, for it is timely, intimate, exclusive, and direct advertising.

The publication of this sort need not be large—eight pages, 5 x 8 in. in size, or even smaller.

The consumer house organ makes no pretense of being anything else than a strictly selfish selling proposition,

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and the matter it contains should at all times be strong quality talk.

Where it is run in large editions it can be rather elaborately gotten up with cover lithographed or printed by the three-color process, the cost per thousand being materially lessened because of the large quantity.

If the product advertised is for use in the home, the house organ should be edited for the housewife and contain recipes, household economies, fancy work directions, children's department, and question department.

Perhaps the most profitable field for a consumer house organ is in the establishment that does a strictly mail-order business. It is a well-known fact that a mail-order ad. in a general publication rarely gets returns that will pay for the cost of the ad., but the names that are secured are most valuable, provided the house gives value received and satisfactory service. From this and other sources a mailing list is built up of actual customers and a magazine is sent them each month, full of practical information, humor, and good cheer, with the advertising pages displaying wonderful bargains "with the middleman's profit eliminated." This kind of advertising goes straight to possible customers only at a cost of one cent per month each above the production cost. It is only the repeat orders that constitute profit in the mail-order field, and repeat orders are secured only by "repeat" advertising. Of course a catalogue is issued yearly, but a catalogue is not advertising. It is consulted only when the man or woman has been stimulated by advertising. These

catalogues are lost, laid away, forgotten, or given to the children to cut up—unless the monthly house organ visitor keeps that household interested.

### **The User House Organ**

The user house organ is issued by a manufacturer of some special machine or device that requires a certain amount of skill in operating it and which can also utilize extra attachments and supplies.

This kind of a publication is necessarily of a technical nature.

They are issued by manufacturers of machinery, printing machinery, automobiles, paints and varnishes, paper, adding machines, typewriters, milling machinery, tile and brick, and hundreds of others.

Comment upon the proper method of conducting a house organ of this class is unnecessary. Each one is a separate, individual problem to be worked out according to the peculiar needs of the concern.

They should, however, be printed upon durable paper with a substantial cover, and issued in such a form that they can be preserved in a patent binder of some kind.

Every article published in a house organ of this character should be indexed and cross-indexed so it can be instantly found when needed. When several volumes have accumulated and are indexed in this manner they will form a valuable technical library.

Matter in this house organ should be "brass tacks"

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stuff with little regard for literary style. Jokes, "fables," poetry, and long-winded "blue sky" word pyrotechnics should be taboo. It should be condensed, instructive stuff for busy men.

The readers themselves will assist to a large extent in formulating the policy of the magazine. They will have numerous questions, mostly of a technical nature, the answers to which will be of interest to all.

For the holding of supply, attachment, and accessories trade and for the purpose of giving authentic and authoritative information to users, the user house organ is an absolute necessity in several lines.

The service department is an important factor in modern manufacturing and a service department's duties are greatly simplified and its field enlarged by having a house organ back of it.

The downfall of many a concern is directly traceable to its neglect of customers after they have been sold. Unless the users of a device are enthusiastically loyal, continued prosperity is impossible and a helpful house organ is one of the best ways to inculcate and retain loyalty.

### **The Salesmen's House Organ**

The salesmen's house organ is a publication issued by a manufacturer or wholesaler for private distribution among the sales force. On account of the confidential nature of the contents, it should be produced entirely at headquarters so there will be little risk of copies getting into alien hands.

# The Salt Seller

JULY 1914

**CONTENTS**

The Effect of Salt on the Body  
The Use of Salt in the Home  
The Salt Seller's Story

# BIG BILLS DIARY

By *Pop Willkommen*

Monday, July 20th  
 Got up at 7:15. Had a good breakfast. Went to work at 8:30. Had a very busy day. Finished at 5:30. Home at 7:00. Had a good dinner. Went to bed at 9:30.

# The Ginger Jar

PUBLISHED WEEKLY (SOMETIMES OFFTENS) FOR CONFIDENTIAL DISTRIBUTION AMONG MEMBERS OF THE SELLING FORCE OF THE AMERICAN MULTIGRAPH SALES COMPANY, CLEVELAND, OHIO. EDITED BY THE ADVERTISING DEPARTMENT, WHERE ALL CONTRIBUTIONS SHOULD BE SENT

Vol. 6      Cleveland O., Friday, October 2, 1914      No. 49

**ONE MONTH OF THE BIG CONTEST GONE**

A MONTH'S WORKS LEFT IN WHICH TO CONCENTRATE YOUR EFFORTS TO WIN THE PRIZE—A TRIP TO THE FACTORY. SEPTEMBER RESULTS: \$25,000 WORTHFUL, AND OCTOBER LOOKS GOOD, IN FACT, VERY GOOD.

# The Salt

Instrument of  
 Health  
 The Use of Salt in the Home

# The Burroughs

Wonderful Finish Made By Selling Force at Close of August

207 Sales - Let Us Be Proud to Have 1 Million Pianos Sold in the Month

1500 Burroughs People Attend Hotel A Social Picnic



# The Only Store On The World

Every other store has its shelves bare. Millions of the world are empty. American markets. Nothing, but of one storekeeper for the whole world of us.

# SALES DEPARTMENT NOTES

Representatives Competition to September 1, 1914

On President!

# Roll of Honor

Top 5 for Clerk

# The 'E' Idea

A CABINET MEETING

IT'S ALL IN THE SYSTEM

SEPTEMBER 1914

Representative Salesmen and Employee House Organs.



It can be produced on a duplicating machine, and contain anywhere from four to sixteen pages.

Its mission is to "ginger" up the sales force, and on account of the necessity of disseminating timely information, should be issued weekly with extra editions when occasion requires.

A great deal of attention should be paid to the personal side, seeing that the salesmen's names are sprinkled throughout liberally, and special write-ups given when extraordinarily good work has been done by some individual.

If the salesman in Keokuk makes a thousand dollar sale, not only will he be pleased to read words of praise, but his fellow salesmen in other parts of the country will be inspired to equal his record.

Interest in prize contests can be kept up by giving the weekly standings and urging those who are lagging to work harder so that their names will top the list.

The cash value of prizes offered does not figure largely in the salesman's estimation; he wants the honor of winning, and where the prizes are offered on a quota percentage basis, all have an equal chance.

The salesmen's house organ must be optimistic and full of "pep" and contain in every issue strong articles on the best methods of selling, how to approach, present, and close. The star men of the organization must be persuaded to write of their experiences with difficult prospects for the benefit of junior salesmen who are new at the game.

Through the house organ the salesmen are kept accu-

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rately informed regarding business conditions all over the country, and when and where it is desirable to push certain lines. Also, they are kept in touch with the advertising plans.

The editor of a salesmen's house organ should be very careful to avoid sarcasm or the superior tone in his articles on salesmanship, for the men in the field are up against the real thing—they are confronted with a condition not a theory—and are apt to resent any high-brow criticism of their methods.

The hardest part of the work will be to persuade the field to send in contributions and suggestions, but persistence will eventually win their hearty coöperation.

### **The Store Paper**

Even the smaller stores in many instances have recognized the value of a special store paper which they mail to their list of customers, or if it is in a neighborhood district of a city, deliver by carrier.

This form of house organ is best issued in a "blanket" sheet, newspaper style, and in addition to articles on the store's service to customers, it can contain gossip, personals, jokes, etc.

Manufacturers will gladly furnish electros for advertising and a neat, attractive, and, above all, profitable paper can be issued; one that will do much to maintain the prestige of the store and create and hold trade. Going only to people who are in the store's territory, there is no waste circulation.



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Stores in different lines, say a drug store, grocery, hardware store, jewelry store, meat market, etc., can often coöperate to advantage and issue a joint paper at small individual expense.



X

Building Export Business by Mail

Edited by A. E. ASHBURNER



## Building Export Business by Mail

### **Merchandising in Foreign Countries**

How are you selling your goods abroad?

On your merchandising plan will largely depend the development of the best method of carrying on your direct-mail advertising. In export, particularly, you must formulate a definite plan of merchandising, adapting that plan to meet local conditions affecting your particular line or any direct-mail campaign will be little better than useless. Hence what follows will not be of practical benefit to you unless you have taken care of this first fundamental.

### **Export and Foreign Advertising**

How much do you spend in general advertising for developing foreign business?

Where the export business of a manufacturer is in the throes of development, it is very difficult for him to estimate just how much money he should set aside as an appropriation for his export and foreign advertising. What would do for one concern would not do for another.

It is therefore impossible to arbitrarily suggest any specific amount.

In many cases, however, after a firm has developed a certain volume of foreign business, an appropriation is made on the basis of from 5% to 10% of the total volume of sales made abroad.

There are very few concerns who do not apportion their foreign advertising appropriation into two parts—one for general publicity and the other for direct-mail work. This is simply logical because if general publicity abroad is not backed up by a good system of direct-mail work the results obtained will be disheartening.

There are some advertisers who have, in the past, placed all of their eggs in one basket—spent their entire appropriation in general publicity. They soon learned the error of their ways, however, for direct-mail work is one feature of an advertising campaign abroad that cannot be omitted.

Have you ever made any comparative sales and inquiry reports on your export advertising?

If you have omitted this vitally important detail, do not longer overlook it. It is very essential, for without it you cannot keep in close touch with what your advertising is accomplishing, whether it be general publicity or direct-mail work. While foreign advertising may, in a sense, be “out of sight,” it should never be “out of record.”

### **Inquiries Developed from Publicity**

There are few manufacturers in this country who do not use some mediums of publicity—either in the form of

general magazine or trade paper advertising—a certain percentage of whose circulation goes abroad. They may even use export publications whose circulation is entirely foreign, or, through their branch offices in England, Germany, and France, advertise to some extent through local publications in those and adjacent countries.

All this publicity brings in a certain number of inquiries, which prove valuable only in so far as they are properly taken care of.

In taking care of such inquiries these factors must be considered:

First, key all of your advertising. If this is not done, and a careful record kept, you cannot know what advertising is paying and what is not. Not only key every advertisement you place, but key all catalogues sent to commission houses. Statistics compiled from such data will be found interesting and valuable.

Second, instruct your mailing clerk when opening foreign mail to attach the envelope to the letter. An even better plan is to send all foreign mail immediately to your Foreign Department without being opened. By doing this you will avoid losing the envelope, on which is the information you want—the key number.

Third, learn to differentiate between the curiosity seeker and the buyer. This is a very difficult thing to determine at times, for sometimes an inquiry from a man whose purchasing power is apparently *nil* will prove to be from one whose purchasing power is large. However, there are always inquiries that on their face reveal that

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they are from mere curiosity seekers or those who are simply looking for a "connection."

Fourth, answer your inquiries promptly, in the language in which they are written. If this is not practicable, either French or German may be used advantageously in many countries.

Fifth, at the same time the inquiry is answered make out a record card for follow-up purposes. This card should be so filed that it will come up for attention at a date far enough ahead to allow time for your first communication to reach its destination and be replied to. When it takes six weeks for mail to reach a certain country, don't expect to get a reply in three weeks.

Here is a sample of a record card such as has been mentioned:

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31																	
Year																EXPORT												Date																			
..... H. O. Prospect Card .....																																															
Branch .....																																															
Individual .....																																															
Company .....																																															
Address .....																																															
Key No. ....																N. C. ....																															
DATE								FORM								DATE								FORM								REPLIES															
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### Follow-Up Letters

For obvious reasons no ready-made system of follow-up letters that could be applied to foreign work can be shown. Any letters given as examples in such a system would be



of little or no value outside of the line to which they are particularly applied.

It can be said, however, that the average American manufacturer in handling his direct-mail work and follow-up in export—and this includes his general correspondence as well—is entirely too prone to follow that ancient injunction: “Make your letters short, concise, and to the point.”

This is all very good for domestic business, perhaps, but it is a very poor policy to follow in developing trade abroad. Many American manufacturers have, from the outset, killed any chance which they might have had of obtaining an order or forming new connections, by replying to an inquiry in a letter that was short and curt.

All foreign correspondence—whether personally dictated or form—should invariably be handled in a courteous manner. Your story should be told in detail—complete—with all the information possible about your goods. It may take a little extra time and a few more sheets of paper, but it will be appreciated and will pave the way for orders and future business.

Your possible customer is at long range from you. It takes many weeks for letters to go back and forth. The more complete your information, the less time consumed in fruitless correspondence. You must be specific—painstakingly specific.

The money in export business is in volume, and volume only. There is no better way of building business to

volume than by giving close thought and study to the handling of your foreign correspondence.

In following up inquiries, do not stop after the first letter has been sent out. A manufacturer showed me an order recently for \$1800.00 which he had secured through a third letter.

When writing a series of follow-up letters, let them be in sequence and do not repeat. Bring out a new sales point in each one, for what may not appeal to the buyer in one letter may get him in the one following.

In developing a direct-mail campaign in any country you must be familiar enough with local conditions in that country to know what time of the year is best for selling your products. On this one point alone often depends success or failure, for it is obvious that any work of this nature will fail if done out of the buying season. Time your direct-mail campaign so that it will reach the country you are working on at the particular season when goods in your line are being bought.

Form paragraphs in Spanish, French, and German are excellent in handling letters for foreign correspondence.

Write out several good sales letters in English, numbering each paragraph, and then have these paragraphs carefully translated into Spanish, French, and German or as many languages as desired. A good sales letter can then be quickly formed by selecting from your English copy the paragraphs containing the points you wish to bring out and specifying to your stenographer the number of the paragraphs to be written, as 3, 4, 7, 9, 11, etc.

This system will save time and money that would be otherwise expended on repeated translations of the same thing.

Keep a complete record of all direct-mail work sent out, both English and translations. Some features will produce better results than others. (Therefore it is only good business to embody the successful things in campaigns which have not proven a success.) You must fit and try. The experience secured in one country may help you wonderfully in some other place.

Many concerns take a limited number of names in a nearby country for a test campaign. They use a particular letter, or letters, and thus arrive at definite results which show them what is good or bad for other localities.

### **Selling Through Agents**

If your line is in the hands of an agent who is acting as your distributor, do not give him your agency with the thought: "Here is our line, the best of its kind on the market. Produce for us." Rather, assist him in every way possible to produce. Outline a plan of direct-mail work for him; suggest that a series of letters be sent out at intervals of two weeks to a list of prospects in his territory.

Give him suggestive copy for good follow-up letters. Explain to him that these letters are only suggestive and that it is your idea that he adapt them to local conditions. After he has revised them, with this in mind, send them out direct from your office. Some agents prefer a cam-

paign of several letters direct from the manufacturer, the concluding letter to come from them direct.

At the same time send him, also, folders descriptive of your line or lines, such as he could use in connection with a campaign of this kind. See that these are printed in the necessary foreign language and that his name is imprinted on them. Send him plenty for his needs. Such folders are a very profitable medium of advertising, if properly prepared and wisely distributed.

In preparing copy for such folders, don't think that because you have a young man in your office who knows several foreign languages that you can turn this work over to him, or the preparation of your sales letters, follow-up letters, catalogues, and other advertising matter, and expect him to put the same "punch" in his translations into Spanish, French, or German that you have in your English copy. This cannot be done. Those who have tried it have only met with failure, and many times advertisers have been ridiculed and held up as a laughing stock by foreign buyers.

When any translation has been made ask your agent to check it over for you. If this is not possible, have it checked by two other competent translators. Even then there will be differences of opinion on certain points.

### **Wholesale Importers**

These concerns abroad are in very much the same position as jobbers are in this country, but the word "jobber" is not known. Wholesale importers act very largely as

distributors and sell to dealers. Some few lines handled by these concerns are even sold direct to the consumer.

I recall with interest a visit paid to the office of one of these wholesale importers, and going through the department which handled their direct-mail work. It was a very efficient department in charge of a practical, experienced man.

The follow-up work which they did in conjunction with several manufacturers for whom they acted as distributors was very large. In one day I saw a series of 20,000 letters sent out, with a small folder enclosed—supplied by an American manufacturer. I discussed with the manager of this department the results he secured from this sort of work. On certain lines, which he said were unusual, he secured results averaging 28%; on others as low as 5%. The general average was about 11%. This only shows what may be done by direct-mail work in foreign countries, when properly handled.

You must help your importer move the goods he carries for you. This is real service that counts. It means increased orders; bigger and more profitable business. And direct work on the retailer will help move your goods.

### **Reporting Inquiries You Receive to Agents and Dealers**

Don't neglect this. Refer every inquiry on your goods that you receive from a given territory to the agent or dealer representing you therein. Be prompt, too. Don't allow inquiries to lie on your desk for six weeks, but refer them at once, sending your agent or dealer carbon copies

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of your replies. A great many sales can be developed for your representative in this way. And be sure to ask your representative to give you a report, from time to time, on what has been done with these referred inquiries.

### **Personal Inquiries Made by Travelers from Abroad**

The fact that a man has enough interest in your line to call at one of your offices here in the States, should be sufficient reason why you should show him every courtesy and attention. Your offices should be instructed to forward to you, at once, the full name and address of persons making such calls and your agent or dealer notified immediately. Many sales have been lost through inattention to such matters. I know of a case where an order for \$85,000.00 was secured from a gentleman whose appearance belied a purchasing power of as much as \$85.00. You can't always tell.

### **Keep Your Agents and Dealers Enthused**

You know the value of enthusiasm and how important it is at home to have the home office and the field in close touch. It means just as much, if not more, in foreign business—a point often lost sight of by manufacturers ambitious to develop export fields.

Keep your agents and dealers enthused and in close touch with your organization. Make them one of the family, not foreigners. Monthly letters or bulletins of information and suggestion from the manager of your Foreign Department are very effective. They show that

your organization has the interests of your foreign representatives at heart. A little human interest goes a long way in developing a sound foreign business.

To this end the following suggestions may not be amiss:

Letters of General Instructions,  
Letters of Sales Instructions,  
Letters of Mechanical Instructions,  
Letters Giving Details of New Goods Placed on the  
Market with New Sales Arguments Regarding Them,  
Letters Taking Old Lines off the Market,  
Letters Reducing or Increasing Prices,  
Complimentary Letters on Especially Good Orders Sent  
in.

### **Mailing Lists**

Ask yourself these questions, for they may make you think:

What mailing lists have you?  
How are they made up?  
Do you ever revise them?  
What are the "dead" names costing?  
How many agents have you?  
How many wholesale importers have you?  
How many dealers have you?

A good mailing list is a very valuable asset to any organization. A good foreign mailing list is even more

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valuable. Mailing lists for business building abroad cannot be obtained in a week or month. They can be best procured by a process of careful selection and elimination, availing yourself of every opportunity to secure names of the greatest possible value only. Arrange your files so that they will show the wholesaler, the retailer, and the consumer. Do not fail to realize the importance of this point particularly. I know a manufacturer who actually "killed" himself in a business way by quoting prices, without discrimination, to every "Tom, Dick, and Harry." In some few lines, only, it is not necessary to classify names as indicated.

In making up mailing lists, the service departments of export publications in this country have proven of great assistance to American manufacturers. There is only one point to remember when requesting their assistance in this connection—be specific. Tell them just what you want. The Bureau of Foreign and Domestic Commerce in Washington has also been of great help in compiling mailing lists.

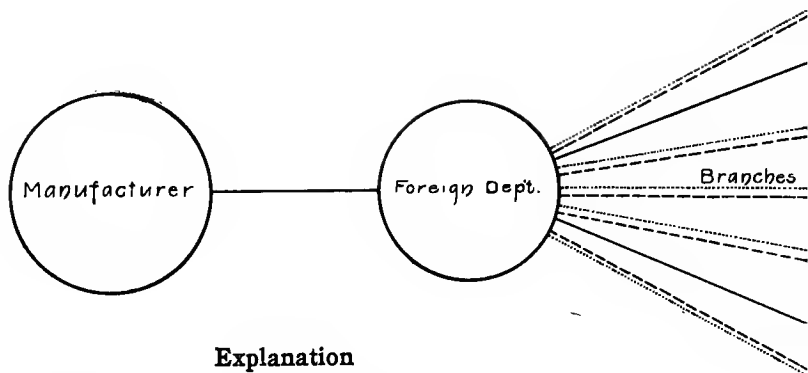
Use your agents and dealers to get names too. Request them to send you special lists from time to time. These should be of prospective customers, classified according to your requirements. A good plan is to have them forward telephone directories, with the names checked off in blue pencil. Keep after them on this point.

Other directories offer a source of names also. There is a good one published by the Department of Commerce, Washington. You should have also the general directories,





# Plan of Direct-Mail Advertising in Export



## Explanation

The dot lines (.....) indicate how a Foreign Department should keep in close touch with Branches, Agents, and Distributors by Direct-Mail Work—in the following forms:

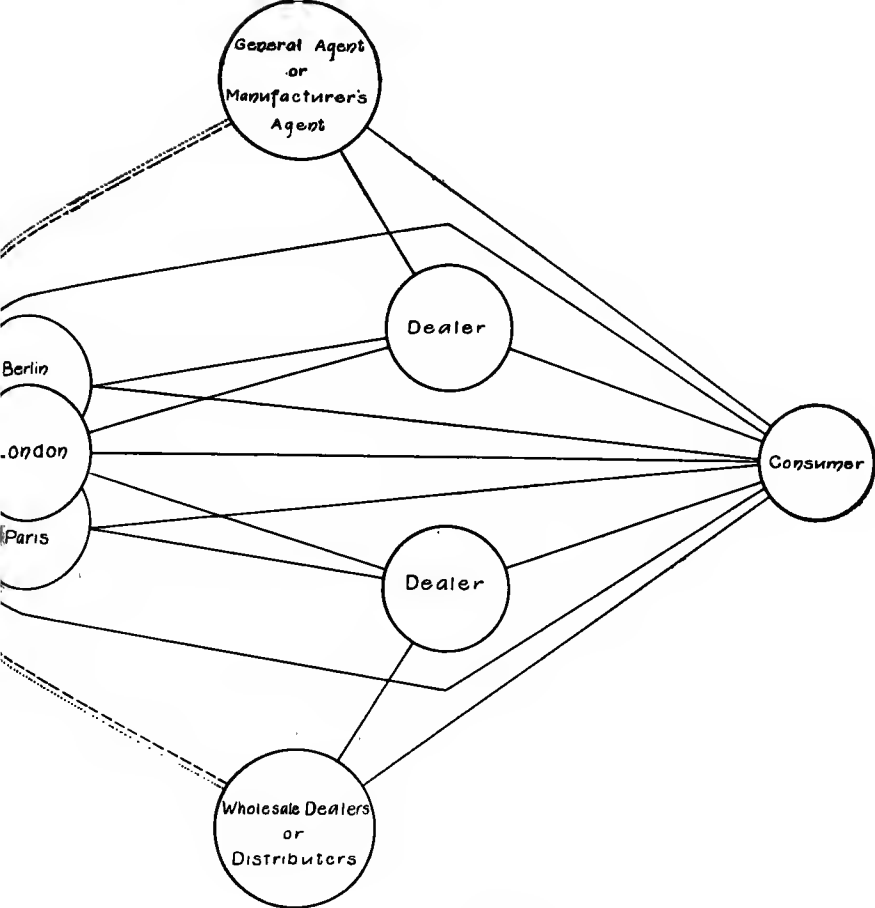
- Letters of General Instructions
- Letters of Sales Instructions
- Letters Giving Details of New Goods Placed on the Market  
—with Sales Arguments Regarding them
- Letters Taking Old Lines off the Market
- Letters Reducing or Increasing Prices
- Complimentary Letters on Especially Good Orders Sent in
- Monthly Letters to Agents—Direct from Manager of Foreign Department

These letters should go forward in a systematic manner to Branches, Agents, or Wholesale Distributors and should be numbered so that a complete record may be kept and duplicates obtained.



The dash lines (-----) indicate what forms of Direct-Mail Advertising should be supplied by the Foreign Department to Branches, Agents, and Distributors—

- |                   |  |
|-------------------|--|
| Booklets          | Catalogues   |
| Folders           | Special Catalogues on Special Lines                        |
| Envelope Stuffers | Parts Catalogues (Should your line<br>be one of machinery) |
| Dealers' Imprints | Instructions on Operation and                              |
| Return Post Cards | Application  |
| Sales Letters     |  |



### Suggestion

A successful plan of Direct-Mail Advertising in export used by one American manufacturer consisted of a series of four letters.

The first two letters of this series were sent out from the home office two weeks apart.

The second letter contained an envelope enclosure.

The third letter was sent out through the local agents, one week after the second letter had been *delivered*; the delivery having been timed by a letter to the agents in the same mail.

A folder was also sent out by the agents a week after the third letter.

This was followed by a final letter, with a return post card, a week after the folder.

This Direct-Mail work was done in conjunction with local advertising, and the entire campaign carried on at the most opportune purchasing time of the year for this particular product.



published in England, Germany, France, and Spain, of concerns all over the world. These may be used to good advantage for verification.

While it is true that directories are often unreliable in many respects—as inaccuracies are bound to creep in—at the same time they serve their purpose fairly satisfactorily.

In making up your lists, exercise the greatest care to see that names and addresses are correct. On this point alone depends the delivery of your mail.

Be sure that no abbreviations are omitted, especially in addressing letters to Spanish-speaking countries. Such abbreviations as the following are referred to:

S. A.—Sociedad Anónima, or

S. en C.—Sociedad en Comandita  
(Meaning limited liability companies.)

Hijo—(Spanish for “son”)—plural, hijos.

Hermano—(Spanish for “brother”)—Abbreviated,  
Hno; plural, Hnos.

Viuda is also very common. It is the Spanish word for “Widow,” used when she continues the business of her husband.

Very often we find a letter, such as “M,” at the end of a name: *i.e.* Manuel Garcia M.

The “M” simply stands for his mother’s maiden name (possibly Martinez), which out of courtesy he often assumes.

The greatest care, therefore, must be exercised in having all names and addresses absolutely correct.

### Postage

How are your letters, addressed to foreign countries, handled? Do you know that they are sent out with the proper postage?

The results of direct-mail work in export depend, very naturally, upon the delivery of the mail, and this means that in all cases there must be the proper amount of postage placed on all mail matter going abroad. Many manufacturers use stationery of a distinctive color—say a strong blue—for foreign mail, so whenever the mailing clerk sees an envelope of this shade he knows at once that extra postage is demanded.

Letters with insufficient postage are always delayed at least twenty-four hours and the recipient must pay a fine of double the amount of the postage short. This naturally causes firms receiving such mail to form a very poor opinion of the business methods of their correspondent. Very often such letters are refused entirely, to be returned to their senders.

The rates of postage applicable to mail for foreign countries are as follows:

Letters for England, Ireland, Newfoundland, Scotland, and Wales, per ounce, or fraction of an ounce.....	\$.02
Letters for Germany, by direct steamers, per ounce.....	.02
Letters for all other foreign countries, and for Germany, when not dispatched by direct steamers—	

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For the first ounce or fraction of an ounce.....	.05
For each additional ounce or fraction of an ounce. ....	.03

When no direct steamers to Germany are running, the rate of postage is, therefore, 5 cents for the first ounce and every fraction thereof, and 3 cents for every ounce thereafter.)

Single post-cards (including souvenir cards) each.....	.02
Reply post-cards, each.....	.04
Printed matter of all kinds, for each two ounces or fraction of two ounces.....	.01
Commercial papers, for the first ten ounces or less.....	.05
For each additional two ounces or fraction of two ounces.....	.01
Samples of merchandise, for the first four ounces or less....	.02
For each additional two ounces or fraction of two ounces.....	.01
Registration fee, in addition to postage.....	.10

When a package is prepaid in full at the letter rate, it is treated as letter mail. Such packages may contain merchandise—not trade samples. Sealed or unsealed packages, which appear to contain dutiable matter, are liable to inspection by customs officers in the country of destination and the proper customs duties levied.

Articles for foreign countries, other than Canada, Cuba, Mexico, Panama, and U. S. Postal Agency in Shanghai, are classified as "Letters," "Post-Cards," "Printed Matter," "Commercial Papers," and "Samples of Merchandise."

Printed matter sent abroad is governed by the same rules and conditions as in the domestic mails.

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Commercial Papers include all papers or documents written or drawn, wholly or partly, by hand.

Samples destined for foreign countries, other than Mexico, Cuba, Canada, Panama, and Shanghai, are restricted to bona-fide samples, having no salable or commercial value, other than what is necessary for their use as samples.

Packages of samples of merchandise must not exceed twelve ounces in weight, twelve inches in length, eight inches in breadth, and four inches in thickness.

Samples must be placed in bags, boxes, or removable envelopes, to admit of easy inspection.

### **Articles Prohibited in Domestic Mails Are Excluded Also from Foreign Mails**

In some of the British colonies there is a tariff levied on printed matter. In Australia the Commonwealth weighs the collection of tariff duty on catalogues or circulars, if the quantity sent is less than two pounds in one mail to one Australian State. In explanation of this, we would say that there is a duty on more than two pounds if sent out in one mail to the State of New South Wales or to the States of the Commonwealth—Queensland, South Australia, Western Australia, Victoria, New Zealand, and Tasmania. The duty is 6d., or 12 cents, per pound. However, it is not necessary to send a large quantity of letters out at once. Divide your letters up in such quantities, so that there will be less than two pounds to each State.

Should you desire to send out catalogues or circulars in



quantities, where the quantity sent is dutiable, each piece can be stamped "Duty forwarded under separate cover," and the amount to be paid can be remitted to the Deputy Postmaster General of the State, in which your catalogues or circular matter are sent. He will then release the mail for delivery.

Arrangements can also be made with the forwarding agents to ship advertising matter by freight and pay duty and postage at destination. When no provision is made for payment, the duty is demanded from the addressee on each piece at fractional rates—slightly higher than the rate per pound.

If your mail matter is handled in a conservative way, there is no reason why any duty should be paid on catalogues or circulars that you may send out, for they can be so divided as to eliminate any risk of payment of duty.

Canada enforces a tariff of 15 cents per pound on advertising matter, even though each piece bears a different address, except *bona-fide* wholesale-trade catalogues or price-lists. Catalogues or price-lists sent to dealers or wholesale buyers, not more than three to one address, are free of duty.

In Cape Colony there is a duty on advertising matter of 25% *ad valorem* or 2d per pound. However this can be handled in much the same way as the Australian mail matter is handled.

Brazil forbids the importation by mail of more than four ounces of lithographed or similar colored forms. This,

however, does not affect the ordinary catalogue or folder which goes forward to these countries.

There are practically no countries in the world placing restrictions on mail which is generally sent first-class, including a circular letter together with a folder.

### **Parcel Post to Foreign Countries**

All matter intended for Parcel Post must be taken to the Post Office for inspection. Do not under any conditions deposit in a letter box.

To all countries named, packages are limited to three and one-half feet in length, and to six feet in length and girth combined, excepting Colombia and Mexico, which limit their packages to two feet in length and four feet in girth. The weight of packages is limited to 11 pounds to all countries, with the exception of certain Post Offices in Mexico where packages cannot exceed four pounds six ounces in weight.

The limit of value is placed by Ecuador at \$50; \$80 is the limit of value for Australia, Austria, Belgium, Denmark, France, Hongkong, Hungary, Italy, Japan, Netherlands, Norway, and Sweden. In the remaining countries named, there is no limit of value.

Parcels Post arrangements with the Argentine Republic have just recently been made by the Government at Washington and in the future, shipments can be made by this means.

The sender of a parcel addressed to any of the countries named, except Barbados, Curaçao, Dutch Guiana, France,

Great Britain, The Netherlands, and Uruguay, may have the same registered by paying a registry fee of 10 cents, and will receive the "Return Receipt" without special charge therefor, when envelope or wrapper is marked "Return receipt demanded."

Postage must be prepaid in full by stamps affixed at the rate of 12 cents a pound or fraction of a pound. Registry fee 10 cents in addition to postage.

Packages of mailable merchandise may be sent, in unsealed packages, by "Parcel Post" to the following named countries:

Argentina	Germany
Australia	Great Britain
Austria	Guatemala
Bahamas	Haiti
Barbados	Honduras (British)
Belgium	Honduras (Republic of)
Bermuda	Hongkong (a)
Bolivia	Hungary
Brazil	Italy
British Guiana	Jamaica
Chile	Japan (b)
Colombia	Leeward Islands
Costa Rica	Mexico
Cuba	Netherlands
Curaçao	Newfoundland
Danish West Indies	New Zealand
Denmark	Nicaragua
Dutch Guiana	Norway
Ecuador	Peru
France	Salvador

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Sweden  
Trinidad, including Tobago  
Uruguay  
Venezuela  
Windward Islands

(a) Parcel Post packages addressed for delivery in the cities in China named in United States Postal Guide, are mailable at the postage rate and subject to the conditions applicable to Parcel Post packages for delivery at Hong-kong.

(b) Parcel Post packages addressed for delivery at any Post Office in Formosa or Korea, and the places in China and Manchuria named in United States Postal Guide, are mailable at the postage rate and subject to the conditions applicable to Parcel Post packages for delivery in Japan.

Pay particular attention to the fact that Parcel Post may be used in many ways for the handling of shipments abroad. Shipments may be divided up in such a way as to comply with the regulations of the Parcel Post in shipping to foreign countries. The Parcel Post is a means of shipping, which, in many cases, surpasses freight, in that delivery is made more quickly, and the delays necessary in handling of freight shipments are in many cases entirely eliminated.

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